

Community Streets Initiative Implementation Plan

Everett Community Streets Initiative Draft Implementation Framework

April 2015

Executive Summary

In July 2014 Mayor Ray Stephanson convened the Everett Community Streets Initiative Task Force. The mission of the Task Force was to foster a vibrant and healthy community by better understanding the street-level social issues in Everett's commercial core areas and identifying potential short- and long-term actions for the community to address those issues.

The final report, issued on November 13, 2014, identifies 63 recommended actions. The report notes the City's commitment to develop a framework for implementing those recommendations and to report back to the Task Force by the end of March. This Draft Implementation Framework documents the work that has been done in furtherance of that commitment.

The planning effort is being carried out by a core team and six work groups. The work groups include a number of Task Force members, City staff, and individuals from the community who were not on the Task Force but have subject-matter expertise they are willing to bring to this effort. The core team consists of City staff and the chairs and co-chairs of the six work groups. The groups have developed draft action plans for most of the 63 recommendations. Work is continuing on several. The plans describe the specific actions that would need to be completed to implement each recommendation, the entity that would be responsible for completing each of those actions, when those actions could be completed, what resources would be required, what the expected outputs and outcomes are for each action, and where possible how those outputs and outcomes would be documented and measured.

As noted in the report, not every recommendation can be launched immediately, and choices will need to be made about how to best deploy scarce resources. The City is a necessary partner to implementing many of the recommendations, however many of the recommendations will require the engagement of parties other than the City. Some recommendations may not be able to move forward for lack of an organization that is able, at this time, to invest the necessary time and resources.

The information contained in the draft action plans is intended to help agencies and organizations determine whether the necessary resources and partners exist to implement each recommendation. Over the next several months, Task Force members and others in the community will be asked to evaluate whether their organization can take the lead in implementing pertinent recommendations. Some organizations, in the course of developing the draft action plans, have already indicated their willingness to be responsible for various actions. In addition, some actions are already moving forward without awaiting completion of an implementation plan. Recommendations that cannot be implemented at this time will be designated for future consideration and revisited periodically.

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It is the City's intent to track progress on recommendations actively moving forward and to produce regular progress reports. The organization taking the lead on each action will be responsible for reporting necessary information to the City's project coordinator. Specific information on the mechanics and format for reporting will be developed and distributed to responsible organizations.

As we move into the implementation phase of the Streets Initiative, participating organizations, individuals, and the community at large continue to be impressively engaged. Many people who had already invested significant time and effort in developing the Task Force report and recommendations have enthusiastically committed to working on implementation planning. Community groups continue to request presentations to learn more about the Streets Initiative. And the relationships formed throughout this process are elevating the community's capacity for action in a way that transcends the implementation of any single recommendation.

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Improving Public Safety

1. Broader engagement of business community in the crime prevention Through Environmental Design (CPTED) program offered by Everett Police

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Meeting with EPD Crime Prevention and representative(s) of business owners to brainstorm ideas on how to increase the use of CPTED by businesses in Everett	Police – Eddie Golden Business – Steven Graham	4/30/15	No	Certified, trained and experienced CPTED practitioner	Document listing the date and time of the meeting and who attended	Create a list of ideas to generate awareness of and implementation of CPTED at local businesses	A list of the ideas generated	Police – Eddie Golden Business – Steven Graham
Put a CPTED awareness section on the City web site	City web-site manager	5/15/15	No	Staff time	Look at the web-site to ensure it is there	Increase awareness that the CPTED program is available and how to access it	Count the hits on this section of the web-site	City web-site manager
Attend meetings of the Rotary Club and the Downtown Business Association to promote the program. Have an article published in the local newspaper about the benefits of CPTED	Police – Eddie Golden Police-Eddie Golden	7/1/15 8/30/15	No NO	Staff time Staff Time	Meeting agenda showing this was discussed at the meeting A copy of the article once published	More business will know about the program and how it can help their business reduce 1 crime More people will know about the program	Call or emails to the Crime Prevention Unit requesting more information or to have a CPTED survey conducted	Police – Eddie Golden Police-Eddie Golden

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2. Expand use of therapeutic courts: expand Community Justice Alternatives program to include, ore when justified by capacity establish a stand-alone, drug court, and explore feasibility of homeless court and community court.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data
<p>Make changes to the existing CJA program to allow for expansion as necessary and appropriate.</p> <p>Increase staff time to allow for more participants.</p> <p>Increase hearings</p> <p>Secure flex funds</p> <p>Collect/analyze data.</p>	Presiding Judge Laura VanSlyck/ CJA Team (city prosecutor, defense counsel, Liaison, judicial assistant)	<p>Liaison (non-City employee) expanded to full time position in November 2014.</p> <p>Court hearings and staffing meetings bi-weekly starting in April 2015.</p> <p>Seek Flex funds by 04/01/2015.</p> <p>Initial report on program effectiveness by 12/31/2015.</p>	At the present time no policy or legal issues have been identified. Future policy discussions could be initiated by the Court depending upon the result of data collection and analysis regarding program effectiveness.	<p>Need small flex funds to be used to for rewarding positive change and to meet emergency needs.</p> <p>Need someone to analyze data to show effectiveness of program.</p>	<p>We need to see that a greater number of participants are screened for the CJA. Acceptance into the program remains a matter of judicial discretion.</p> <p>We need to see reduced recidivism and greater access to social services for CJA participants.</p>	<p>The capacity to resolve more EVM cases using CJA, as necessary and appropriate.</p> <p>Reduced recidivism during/following participation in the CJA.</p> <p>Enhanced access to countywide social services to those in court system and suffering mental illness.</p>	<p># of cases referred/accepted to CJA prior to and after expansion; reasons for non-acceptance if not accepted.</p> <p>Pre/Post CJA rates of criminality/incarceration both short-term and long-term.</p> <p># of people able to access services through CJA and effectiveness of services.</p>
Expand therapeutic courts to include Stand-alone Drug Court.	Judge Tim Odell/ Judge Laura Van Slyck/ Hil Kaman/ Everett Law Group	<p>Establish exploratory committee by 4/01/2015.</p> <p>Initial report on feasibility should be concluded by 10/01/2015</p>	Not for an exploratory committee; however, future policy discussions could be necessary depending upon the findings of the committee.	<p>Initial resources are time from City employees.</p> <p>.Additional resources determined by exploratory committee</p>	<p>Need to know number of potential participants</p> <p>Develop and analyze data upon which the Court can determine whether Drug Court success at the felony level. might apply to misdemeanors</p>	<p>Reduce recidivism by those participating in Drug Court</p> <p>Show reduction of drug related crimes in Everett</p>	<p>Number of potential candidates and the impact of their crime (jail days/attorney costs/costs of crime on community)</p> <p>Costs of operating a misdemeanor drug court</p>
Explore feasibility of Homeless or community	Court/Prosecutor's Office/Everett Law	Secondary to expanding capacity	Not for an exploratory	Time from City Employees	Develop and analyze data upon which the	Determine whether street level social	Is there a demonstrated need for additional

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courts	Group	<div>of existing CJA program and exploring Drug court.</div> <div>Long term goal</div>	<div>committee; however, future policy discussions could be necessary depending upon the findings of the committee.</div>	Additional Resources determined at later date	Court can determine whether additional street level social issues are appropriate for resolution through therapeutic court alternatives	issues are appropriate for resolution by using therapeutic court model .	<div>therapeutic courts?</div> <div># of potential people served</div> <div>Potential costs and effectiveness of operating these additional courts</div>
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3. Alcohol Impact Area(s): Designate area(s) within the City in which the sale of high alcohol content, inexpensive, single-serving take out products is prohibited.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Gather data as required by the WSLCB to support the need for an AIA	Police – Bosman	3/30/2015	No	Police and EMS calls for service data (alcohol related)	The data is collected and formatted in a usable format	This data will be used to petition the WSLCB for designated AIA	A written report on the data collected	Police – Bosman
Draft an AIA city ordinance	Legal – Rathbun	4/30/15	Yes	Staff time	A copy of the ordinance	This is a required step in the WSLCB process.	A copy of the ordinance	Legal – Rathbun
Present ordinance to City Council for approval	Police – Bosman Legal – Rathbun	5/30/15	Yes	Staff time	City Council agenda with this item on it	This is a required step in the WSLCB process	City Council agenda with this item on it	Police – Bosman Legal - Rathbun
Begin a six month voluntary compliance period	Local business	6/1/15	No	Staff time to continue to collect data	The passing of six months	Determine if business will self-impose restrictions If approved police can enforce non compliance	The passing of six months	Police - Bosman
Petition the WSLCB for designated AIA	City Staff	1/30/16	No	Staff time to make the presentation	A record of the petition to the WSLCB		A record of the petition to the WSLCB	City Staff

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4. Adjust jail release time from midnight to a reasonable hour when complimentary services are open.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Assess scope of issue to determine scope of future need for changes	County Corrections Crime analysts Research partner	Statistical review should be concluded by 9/01/2014	No	City/County staff time Need to partner with Higher Education or research institution to review statistics	Report outlining scope of issue	Understandt he scope of the issue and the amount of resources that should be allocated to address.	Release times for inmates Crimes committed or other measures that could have been mitigated were services available at release times	County Corrections Research partner

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5 .(Policy) Criminal Justice Practices should be evidence based and cost effective to reduce recidivism and should not simply shift costs but should result in cost savings for the community as a whole.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Define “Recidivism”: Will need to decide whether to include all new charges or only convictions; Will need to decide whether to include only certain types of charges (i.e. violent, drug)	City of Everett Criminal Justice Efficiency Working Group	June 2015	N/A	Staff time	Specific definition of how “recidivism” will be defined for report	Determines which data needs to be collected	N/A	City of Everett Criminal Justice Efficiency Working Group
Define “costs”	City of Everett Criminal Justice Efficiency Working Group	June 2015	N/A	Staff time	Specific definition of how “costs” will be defined in report	Determines how “cost shifting” and “cost effective” will be measured	N/A	City of Everett Criminal Justice Efficiency Working Group
Define limits of which defendants will be tracked, if any (i.e. only tracking CJA defendants?)	City of Everett Criminal Justice Efficiency Working Group	June 2015	N/A	Staff time	Scope of whether recidivism of all prosecutions will be measured or only alternate courts such as CJA	Determines how many defendants will be tracked (thousands for all cases, or limited to certain programs)	N/A	City of Everett Criminal Justice Efficiency Working Group
Select time range for tracking (3 years before criminal justice intervention and after	City of Everett Criminal Justice Efficiency Working Group	June 2015	N/A	Staff time	Scope of how long we’re going to track people to have sufficient data to decide if “success” or “failure”	Determines time range of recidivism measurement	N/A	ECPO City of Everett Criminal Justice Efficiency Working Group
Decide how frequently data will be updated with checks showing	City of Everett Criminal Justice Efficiency Working Group.	June 2015	N/A	Staff time	Schedule for data updates (new DCH background checks on defendants in	Determine frequency of data collection to review recidivism.	N/A	City of Everett Criminal Justice Efficiency Working Group

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whether recidivism has occurred					system).			
Develop report based on above tasks.	City of Everett Criminal Justice Efficiency Working Group	June 2015	N/A	Staff time	Completed report for future reference.	Have a working understanding of recidivism and how it should be measured	N/A	City of Everett Criminal Justice Efficiency Working Group
Establish System for reviewing new criminal justice proposals using evidence based best practices.	City of Everett Criminal Justice Efficiency Working Group.	November 2015	none	Staff time	Summary report of metrics used to measure recidivism. Establish process for reviewing new criminal justice programs to verify that they use best practices to reduce recidivism.	Report can be provided to Task Force and referenced by Prosecutors and Court in making changes to punishment practices.	N/A	City of Everett Criminal Justice Efficiency Working Group

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6. Jail Transition Services Facility: Support the County’s current proposal to convert the Carnegie Building adjacent to the Jail to a jail transition facility with services, caseworkers and temporary shelter for individuals released from Jail so they are not released into the streets without resources.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Write letter of support.	City of Everett Elected Officials.	Completed	No	City Time	Letter completion	Show of support for plan	None	N/A
Advocate for funding.	City/County officials and lobbyists.	Ongoing	No	City time, lobbying costs	Funding made available for project Removal of barriers	Creation of Jail transition facility	Report of advocacy efforts	Streets Initiative Advocacy work group
Provide other assistance to support proposal.	Numerous entities within County Government as well as NPOs.	2017 for project start.	Numerous		Completion of building and working resources.	Temporary homes sheltering for indigent persons looking for sobriety, employment, counseling.	Clients occupying the living space/ resources funding and working within.	County Human Services
Work to accomplish project	Numerous entities within County Government as well as NPOs	2017 for project start	Numerous	Extensive funding required.	Completion of building and working resources.	Completion of building and working resources.	Clients occupying the living space/ resources funding and working within	County Human Services

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7. Work Crew: as an alternative sentence, in lieu of incarceration. Crew would focus on cleaning up (sweeping, litter pickup, etc.) commercial core areas most affected by litter, beer cans, graffiti and other by-products of street disorder.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Research effectiveness of work crew programs by partnering with higher education institution	City Attorney's Office Higher Education partner	Establish partnership no later than 6/01/2015	None at this phase.	Need to partner with higher education institution or organization with research experience.	A report on the effectiveness of work crew, how a program could be started in Everett, and the associated costs.	Understand whether the City should start a work crew program and the best options for starting a program.	Potential candidates. Jail days saved through program. Costs.	The Research partner will be responsible for collecting data and preparing report no later than 09/01/2015.
Explore collaboration with Business Community and/or Social Service entity for community based work crew program.	City Attorney's Office-Criminal Division	This work should begin no later than 09/01/2015 after initial research report.	Need to review any liability issues.	Current resources are City Staff. Other resources would be provided by partner company/organization	The establishment of a community based work-crew program or decision that such a partnership is not a viable alternative	Have work release as an alternative to traditional forms of incarceration. Cleaner downtown with less litter. Therapeutic benefit to participants by giving back to community and taking responsibility	Frequency of alternative use. Whether citizens notice cleaner downtown Reduction in recidivism by misdemeanor defendants.	City Attorney's Office, Court, Police, Downtown Business Association, Social Service entities. Review of this alternative should conclude by 12/31/14. There should be bi-annual reporting for any implemented program.
Explore existing work crew programs at county and whether City can participate.	City Attorney's Office-Criminal Division	This work should begin no later than 9/01/2015 after initial research report	Need to review liability issues and interlocal agreement	Resource already exists at County. Resources needed at City to pay for this alternative to incarceration	City contract with County for work crew or decision that such agreement not viable alternative.	Have work release as an alternative to traditional forms of incarceration. Cleaner downtown with less litter. Therapeutic benefit to participants by giving back to	Frequency of alternative use. Whether citizens notice cleaner downtown Reduction in recidivism by	City Attorney's Office, Court, Police, County Corrections Review of this alternative should conclude by 12/31/14.

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						community and taking responsibility	misdemeanor defendants	There should be bi-annual reporting for any implemented program.
Explore establishing City run work-crew program	City Attorney's Office-Criminal Division	This work should begin no later than 9/01/2015 after initial research report	Need to review any liability issues. Discuss labor/employment issues with HR	Exploration would use existing resources. Establishment would require hiring person to oversee program or utilize existing personnel resources	Establishment of City run work crew program.	Have work release as an alternative to traditional forms of incarceration. Cleaner downtown with less litter. Therapeutic benefit to participants by giving back to community and taking responsibility	Frequency of alternative use. Whether citizens notice cleaner downtown Reduction in recidivism by misdemeanor defendants	City Attorney's Office, Court, Police, County Corrections. Review of this alternative should conclude by 12/31/14. There should be bi-annual reporting for any implemented program.
Determine which, if any, of the above alternatives could be implemented in Everett.	Mayor, Council based on recommendation of City Staff. Municipal Court	Decision should be made following report to be concluded by 12/31/2015.	Should be resolved prior to this step.	City staff resources to conduct above reviews and make recommendation to Mayor and Council.	Decision on which, if any, work release program should be established in Everett	Establishment of a work crew program.	Report analyzing the above alternatives.	City staff should prepare the report based on review and research from higher education partner. Report prepared by 12/31/2015.

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8. Encourage City police officers to live in Everett.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify incentives to encourage officers to live in the City of Everett.	Police Admin	3/1/15	City Admin approval needed	Funding source for any incentive costing money	A document(s) announcing the incentives and how to apply.	More officers choose to live in the City of Everett.	Current and future data on how many officers live in the City of Everett.	Police Admin Annually
Take home police cars Relocation stipend for new hires.	Police Admin	4/1/15	Legal and HR review	N/A Identify a funding source				

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9. Return released inmates and other dislocated individuals to place of origin or relational support.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Need to transport released inmates to place of origin (existing programs)	Snohomish County Jain in conjunction with Jail Transition Services (JTS)	JTS currently issues Orca bus passes		Orca passes Need additional resources for individuals who are not part of JTS or public transport not viable option for relocation.	Need to show that individuals leaving Snohomish County Jail and wishing to return to place of origin or relational support have opportunity to do that	Fewer displaced individuals in Everett's Downtown Core. Inmates returned to locations with support and services	Funds paid out, number of annual trips, number of potential inmates not served by current services	JTS/Corrections Local Law Enforcement
Need to transport released inmates to place of origin (expanded or new programming)	Snohomish County Jain in conjunction with Jail Transition Services (JTS) Local policing jurisdictions	Explore if needs exist for additional transportation services. Review should be concluded by 12/31/2015.	Unknown at this time	Current staffing for review. Additional resources may be necessary to implement additional programming.	Is there a need for transportation assistance for inmates not utilizing JTS Is there a need for transportation alternatives other than ORCA/public transit	Determine if need for additional programing required. Establish programing to assist with returning dislocated inmates to place of origin	Number of individuals who have relational/service support in other jurisdictions	JTS/Corrections, Local law enforcement

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10. Amend Aggressive Begging Ordinance.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Research legal basis for and constraints on defensible ordinance	Everett City Attorney's Office	March 2015	No	Staff time	Internal meeting to agree on approach and parameters	Legally defensible ordinance	Meeting occurs	Legal Department
Draft ordinance and place on Council agenda	Everett City Attorney's Office	March 2015	Administration approval in consultation with Council Clerk	Staff time	Proposed ordinance	Ordinance placed on agenda for Council consideration	Ordinance appears as agenda item	Legal Department
Brief Council	Everett City Attorney's Office	April 2015	No	Staff time	Council briefing	Council has necessary background to take action on proposed ordinance	Briefing occurs	Legal Department
Adoption of ordinance	Everett City Council	April/May 2015	Council action	Staff time and regular Council procedures	Ordinance adopted	Everett Police has tool to address panhandling at intersection; visible reduction of panhandling	Ordinance on record; police note reduction in panhandling	Legal/EPD

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11. Incorporate outreach into Police and EMS (Santa Monica). Including providing Police and EMS with training/information on available services to refer people to, and imbedding Social Workers in EMS and Police.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
<p>Partnerships need to be built between police/EMS and local social service agencies. Those partnerships will help create training for police/EMS that gives them additional options for arrestees with alcohol, drug or mental issues.</p> <p>A social service worker embedded within police/EMS will provide those public agencies with an internal resource for contacts with</p>	Both creating training and embedding a social service worker within the public safety agency will require collaboration across both the public and private sector.	The creation of training programs can begin immediately and provided in the near future. Embedding a social service worker will require more coordination between agencies as they establish agreements, adjust budgets and create guidelines for the position. A goal would be to have the position in place by July 2015.	There are no policy issues that need to be addressed for social service training. As mentioned in timeline, embedding a social service worker within police/EMS will require policy creation and adjustments.	<p>The downtown officers have already begun to develop relationships with local social service agencies. .</p> <p><i>What other resources are possible?</i> These officers, along with EMS, should continue to expand on these relationships. Increased communication will help with establishing training curriculums explaining each agency's mission and focus.</p> <p><i>What other resources are needed?</i> The embedding of a social service worker within police/EMS will require funding sources. One option would be to split funding between both public and private agencies.</p>	<p>Training logs will document which officers and firefighters have received training. Contracts and inter-agency agreements will document the embedding of a social service worker within police/EMS. Periodic reports will highlight the successes and setbacks of the program.</p>	<p>Training will provide officers and firefighters with knowledge on the availability of key resources within our region and how to use them. An embedded social worker will provide consistent feedback on how to best handle contacts in the field with social service needs, with an ultimate goal of getting them the treatment they require.</p> <p><i>What is the “so what?” that needs to be answered?</i> In addition to the</p>	<p>The social service worker embedded in police/EMS could keep detailed metrics on contacts and which services they were provided.</p>	<p>The embedded social service worker in conjunction with the agency that houses them.</p> <p><i>When/how often?</i> These metrics would be collected daily, through the use of Excel and SharePoint programs designed for data entry.</p>

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<p>social service needs.</p> <p><i>What activities/task needs to be implemented?</i></p> <p>Regular meetings between police/EMS and local social agencies need to be conducted to better understand the needs of all involved parties and their clients.</p>						<p>assistance we would be providing the contact with social service needs, the costs associated with repeat response to chronic utilizers would go down. This would free up public safety personnel to respond to other incidents, and improve the quality of life in the community.</p>		
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12. Evaluate and implement changes as part of a system-wide approach.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Review all proposed tasks/initiatives recommendations by Task Force subcommittees and select those to be implemented	Core group; City of Everett stakeholders	April 2015	No	Time spent by Core group and City of Everett stakeholders	List of all tasks/initiatives chosen to be implemented	Task Force/City of Everett stakeholders/external stakeholders will know which tasks/initiatives are slated to be implemented	List of all tasks/initiatives chosen to be implemented	Core group and City of Everett stakeholders will be responsible for developing the list; City of Everett staff will be responsible for maintaining this
Create a master list of outcomes for each of the proposed tasks/initiatives recognizing that some may be unique to the proposed tasks/initiatives and some may be duplicated across tasks/initiatives	Core group (?); City of Everett stakeholders; Evaluator (?)	May 2015	No	Time spent by Core group (?), City of Everett stakeholders, and evaluator (?)	List of outcomes to be measured to demonstrated effectiveness of the implementation of tasks/initiatives	Task Force/City of Everett stakeholders/external stakeholders will know which outcomes will be tracked. Evaluator/those assessing the impacts of the tasks/initiatives will know which outcomes need to be measured	List of outcomes to be measured to demonstrated effectiveness of the implementation of tasks/initiatives	Core group, evaluator (?) and City of Everett stakeholders will be responsible for developing the list; City of Everett staff will be responsible for maintaining this
Determine what data/evidence will be needed in order to show progress toward achieving each outcome	Core group (?); City of Everett stakeholders; Evaluator (?)	May/June 2015	No	Time spent by Core group (?), City of Everett stakeholders, and evaluator (?)	List of data/evidence needed to demonstrate progress toward meeting each outcome	Task Force/City of Everett stakeholders/external stakeholders will know which data will need to be collected.	List of data/evidence needed to demonstrate progress toward meeting each outcome	Core group, evaluator (?) and City of Everett stakeholders will be responsible for developing the list; City of Everett staff will be responsible for

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						Evaluator/those assessing the impacts of the tasks/initiatives will know which data they need to collect.		maintaining this
Create an evaluation plan to measure the impact of proposed tasks/initiatives on outcomes. Plan will include the comprehensive list of data/evidence to be collected, required BAAs/datasharing agreements, a list of those people responsible for collecting the data; timelines for data collection; a data analysis plan and a reporting plan	City of Everett stakeholders; City of Everett staff responsible for project management/oversight; Evaluator (?)	June/July 2015	No	Time spent by City of Everett stakeholders; City of Everett staff responsible for project management/oversight; Evaluator (?)	Evaluation plan for each of the proposed tasks/initiatives that will be implemented	Evaluation of tasks/initiatives will begin; BAAs/datashare agreements will be finalized	Evaluation plan for each of the proposed tasks/initiatives that will be implemented	City of Everett stakeholders; City of Everett staff responsible for project management/oversight; Evaluator (?)
Implement proposed tasks/initiatives for a pilot period	Agencies/providers/City of Everett organizations/others listed within subcommittee recommendations as being responsible for implementation	Ongoing beginning May 2015	Possible. Will depend on each task/initiative	Time, money, possibly capital, additional FTEs, office space/equipment, MOUs/ILAs/BAAs	Documentation that proposed tasks/initiatives are being implemented	Tasks/initiatives are being implemented as planned	Documentation that proposed tasks/initiatives are being implemented	City of Everett staff responsible for project oversight/management

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Implement evaluation plan (as created above) for the pilot period for each task/initiative implemented	Evaluator (?) in collaboration with those implementing the tasks/initiatives	Ongoing	No	Staff/evaluator time	Documentation of ongoing evaluation efforts	Evaluation is being implemented as planned	Documentation of ongoing evaluation efforts	Evaluator(?)
Based upon initial results of the pilot period, determine which tasks/initiatives should be continued beyond the pilot period and which ones should be changed/enhanced	City of Everett stakeholders; Streets Initiative Task Force members	February 2016	Possible	Stakeholder/Task Force members' time	List of tasks/initiatives that should be sustained and which ones should be changed/enhanced/discontinued	Tasks/initiatives that are showing promising results can be continued	List of tasks/initiatives that should be sustained and which ones should be changed/enhanced/discontinued	City of Everett stakeholders; Streets Initiative Task Force members
Based upon initial results of the pilot period, determine which tasks/initiatives should be continued beyond the pilot period and which ones should be changed/enhanced	City of Everett stakeholders; Streets Initiative Task Force members	February 2016	Possible	Stakeholder/Task Force members' time	List of tasks/initiatives that should be sustained and which ones should be changed/enhanced/discontinued	Tasks/initiatives that are showing promising results can be continued	List of tasks/initiatives that should be sustained and which ones should be changed/enhanced/discontinued	City of Everett stakeholders; Streets Initiative Task Force members

Caveats/Considerations: *There may be a lot of “noise” in the evaluation model. With multiple initiatives being implemented simultaneously, there may be difficulty in determining definitive causality. However, association/correlation should be easier to demonstrate. Additionally, it may be easier to “prove” the effectiveness of some initiatives in reaching intended outcomes, especially those initiatives that can track impacts on identified participants (e.g., CJA, CHART, embedded social worker clients.) Further, both process and outcome objectives should be considered for each initiative’s evaluation plan.*

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13. (Policy) Law enforcement and criminal justice entities should be transparent and accountable.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Determine who all the “criminal justice entities” are that should be included	City of Everett	July 2015	No	Staff time	List of all “criminal justice entities” for whom this initiative applies	All identified criminal justice entities can be involved	List of all “criminal justice entities” for whom this initiative applies	City of Everett representative
Identify all data that are currently being collected by criminal justice entities	Criminal justice staff	July 2015	No	Staff time	List of all data currently being collected by criminal justice entities	Knowledge of all data that are being collected	List of all data currently being collected by criminal justice entities	Criminal justice staff
Identify all methods in which currently collected data are being shared, both internally and externally	Criminal justice staff	July 2015	No	Staff time	List of all data presentation methods currently being utilized	Knowledge of all data presentation methods that are being utilized	List of all data presentation methods currently being utilized	Criminal justice staff
Identify all key stakeholders, both internal and external to criminal justice entities	Criminal justice staff and City of Everett representative	August 2015	No	Staff time	List of all key stakeholders both internal and external to criminal justice	List of all key stakeholders both internal and external to criminal justice	List of all key stakeholders both internal and external to criminal justice	Criminal justice staff and City of Everett representative
Once all key stakeholders have been identified, conduct focus groups, interviews and/or surveys with each stakeholder group to determine which data are important to them. Prepare report of findings from focus	TBD City of Everett representative? Consultant?	August through October 2015	No	Staff time and/or costs associated with a consultant	Report of findings from focus groups, interviews and/or surveys with key stakeholders, internal and external	Better understanding of the data reporting needs and desires of internal and external stakeholders	Report of findings from focus groups, interviews and/or surveys with key stakeholders, internal and external	TBD City of Everett representative? Consultant?

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groups, interviews and/or surveys.								
Determine if the current methods for sharing data are consistent and sufficient with the data needs expressed by internal and external key stakeholders	Criminal justice staff	November/December 2015	No	Staff time				Criminal justice staff
If the answer to the above task is “no”, determine the feasibility of creating methods of data sharing that will be consistent and sufficient with the needs expressed by key internal and external stakeholders	Criminal justice staff	January 2016	No	Staff time				Criminal justice staff
Once the feasibility of enhancing data collection and reporting is completed, provide recommendations to the Task Force	Criminal justice staff	February 2016	No	Staff time	Report of recommendations to the Task Force	Task Force will have better understanding of the issues and recommendations related to enhancing data collection and reporting by criminal justice entities to key stakeholders	Report of recommendations to the Task Force	Criminal justice staff
Criminal justice entities work together	Criminal justice staff	March 2016	No	Staff time	List of data elements and	Data elements will be commonly	List of data elements and	Criminal justice

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to create common definitions for data identified as being important					shared definitions	defined	shared definitions	staff
Obtain commitment from criminal justice entities to utilize data as indicator of effectiveness of criminal justice practices and programs	Criminal justice staff	March 2016	Possibly	Staff time	Commitment from all involved criminal justice entities to utilize data in the same manner to demonstrate effectiveness of criminal justice practices and programs	Data will be used consistently across the system to demonstrate effectiveness of criminal justice practices and programs	Commitment from all involved criminal justice entities to utilize data in the same manner to demonstrate effectiveness of criminal justice practices and programs	Criminal justice staff
Display/disseminate data to key stakeholders, internal and external, to demonstrate effectiveness of criminal justice practices and programs	City of Everett IT staff (?) Criminal justice staff	June 2016 initially; ongoing updates on a quarterly basis (or as determined to be most effective)	Possibly	Staff time Platform/method for sharing data	Data will be displayed for key stakeholders, internal and external	Key stakeholders, internal and external, will know about the impact of criminal justice programs and practices in meeting key outcomes	Data will be displayed for key stakeholders, internal and external	City of Everett IT staff (?) Criminal justice staff

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14. Implement County-Wide Justice Reinvestment Model.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Present Justice Reinvestment Model to Snohomish County Law and Justice Council to gauge whether that group could take lead on implementation	Street’s Initiative Criminal Justice Implementation Working Group	By end of 2015	Not for presentation.	City Staff/working group time	Presentation to Law and Justice Council	Determine if the Law and Justice Council could lead implementation of this recommendation.	Summary report from meeting	Street’s Initiative Criminal Justice Implementation Working Group
Explore other alternatives for implementing County-Wide Justice Reinvestment Model	Street’s Initiative Criminal Justice Implementation Working Group	Long term goal for implementation due to complexities and varies required parties. If not taken up by Law and Justice Council, working group should review feasibility of implementation by March 2016	Not at this time.	City Staff/Working group time	Summary report in feasibility of implementation	Creation of County-Wide Justice Reinvestment Taskforce	Interested parties. Current statistics on criminal justice costs and recidivism rates.	Street’s Initiative Criminal Justice Implementation Working Group. County-Wide Justice Reinvestment Taskforce (if created)

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15. Develop a multi-agency team to respond to frequent utilizers (identified with consultation with business and property).

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data
Genesis of team. Team is to be named CHART (Chronic utilizer Alternative Response Team)	Streets initiative work groups	Completed	Team to include city legal staff in order to identify legal issues and make recommendations	Core members should reflect task force recommendation. Addiction and mental health resources are needed on a case by case basis. Other resources will be defined by needs of frequent utilizers	Team charter	Other activities can be initiated after team formation	Team charter
Define “Frequent Utilizer”	Team members	First meeting of team	Yes	Jail, city legal, judicial, police, fire/EMS, human services, hospital	Generate a list of CHART enrollees	Can begin to tailor services to individual	System use historical data to include monetary impact
Enroll frequent utilizers into program	Team members	On a basis established by highest resource use and space/ability of	Yes	Team members, external resources as identified for the individual	Track individual usage of resources for comparison	Individual use of resources should decline. Re-engagement in	Comparison of current resource usage data to past. Benchmarks:

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		team to tailor a program to the individual				productive society	Ongoing participation in recovery (AA, Outpatient), permanent housing, employment
Tailor program to individuals	Team members	As enrolled	Yes	Team members, external resources as identified for the individual	Track individual usage of resources for comparison. If warranted, find creative solutions to individual issues (relocation to area with appropriate resources)	Individual use of resources should decline. Re-engagement in productive society	Comparison of current resource usage data to past..Benchmarks: Ongoing participation in recovery (AA, Outpatient), permanent housing, employment. Track alternative approaches to individual needs on case by case basis
Maintain engagement with business community	Team members and Steven Graham	April 30, 2015	None	Establish a routine method of communication/reporting	Periodic reporting to business community	Informed citizens and program transparency	Case by case
Determine how to measure success	Team members	April 30, 2015	None	Data systems from different stakeholders	Regular reporting.	Able to verify program efficacy	System usage data. Usage costs. Program costs.

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16. Increase law enforcement presence in commercial core areas.

Increase officers in commercial core areas (short term and long term)	Everett Police Department	<p>Already implemented</p> <p>Short term</p> <p>Long term implementation in coordination with CSI recommendation for embedded social worker in the police department</p>	No	<p>Current increase uses available resources and limited overtime allocations.</p> <p>Long term implementation requires balancing staffing resources and public safety priorities</p> <p>Other funding/staffing resources needed to expand beyond limited overtime budget</p>	<p>Police records show that officer presence in commercial core has been increased.</p> <p>Survey of downtown residence/businesses to determine if increased presence is visible.</p> <p>Reduction in “street disorder” related calls in downtown core</p>	<p>Quick response to crime occurring in commercial core.</p> <p>Visible presence will have deterrent effect on street disorder.</p> <p>Greater ability of officers to provide outreach to appropriate individuals to address underlying causes of street disorder</p>	<p>Costs of downtown emphasis patrols</p> <p>Number of individuals contacted and number of businesses contacted.</p> <p>Number of crimes related to street disorder in commercial core.</p> <p>Actions taken by police related to contact (referral for services/arrest/citation)</p>
Explore use of qualified non-commissioned personnel in commercial core	Everett Police Department	01/01/2016	<p>Yes</p> <p>Legal, liability, HR</p>	<p>Review can be conducted using existing resources.</p> <p>Additional resources may be required based on review</p>	Report documenting feasibility of recommendation, costs, and how best to implement	Understand if using non-commissioned personnel is a feasible option for increasing police presence in commercial core	<p>Review of practices in other jurisdiction.</p> <p>Review of costs. Review of scope of authority.</p> <p>Review personnel issues.</p>

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Develop method to measure impact of increased officer presence in commercial core	Everett Police Department Other research partners	1/01/2016	No	Funding for research or partnership with interested Higher Education Institution	Established data gathering parameters to allow for later analysis Staffing in place to review an analyze data	Understand the impact of using police resources for foot/bike patrols in downtown commercial core and adapt practices based on evidence	Need to review best practices to establish what and how much data should be collected
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Providing More and Enhanced Services

20. Drop-in/Day Centers: Increase capacity, accessibility, and hours of existing drop-in/day centers: explore need/feasibility of adding additional centers(s); and include/enhance services and amenities (e.g. showers, laundry) available at these centers, with careful consideration given to minimizing impacts on commercial core areas.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Document available drop-in/day centers (services, hours of operation, populations served, LOCATION, rules)	City of Everett Representative	April 2015	No	Staff-time to contact current providers and document what's available	Summary of findings	Increased understanding of what's available (services provided, hours of operation, location, populations served)	Summary of findings	City of Everett representative or other appointed person As frequent as needed to maintain accurate inventory (most likely one-time)
Using the above findings, research the feasibility of expanding hours of operation, increase in populations served, and reducing any barriers	City of Everett Representative	July 2015	No	Staff-time to contact current providers, and conduct feasibility analysis	Summary of findings	Understanding of whether or not current drop-in/day centers can accommodate population. Potential changes in current drop-in/day centers	Summary of findings Change in operation of existing drop-in/day centers	City of Everett representative or other appointed person One-time
Identify current and potential funding sources for drop-	City of Everett Representative	April 2015	No	Staff-time to research funding sources	List of current and potential funding sources and	Increase awareness of current funding	List of current and potential funding sources and	City of Everett representative or other appointed

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in/day centers.					allocation processes/timeline.	used for drop- in/day centers as well as sources that could be used.	allocation processes/timelines.	person. As frequent as needed to maintain accurate inventory.
Research any Washington State “low-barrier” drop- in/day centers	City of Everett Representative	April 2015	No	Staff-time to research State drop-in/day centers	List of centers, contact and program information (guidelines, policies and procedures, etc.).	Increased understanding of those centers and how they operate	List of centers, contact and program information (guidelines, policies and procedures, etc.).	City of Everett representative or other appointed person As frequent as needed to maintain accurate inventory
Identify what capacity is needed in Snohomish County to accommodate the population not getting served	City of Everett Representative	September 2015	No	Staff-time to develop method for obtaining such information Staff-time for obtaining completed information Staff-time to contact current centers for any data available (turn-aways, #'s served) Staff-time to collect PIT and HMIS data relevant to understanding the need	Gaps/Needs Assessment	Increased awareness of the problem, and the capacity needed to address it	Gaps/Needs Assessment	City of Everett representative or other appointed person

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21. Unified Call Center and create a “one stop”, full time, integrated service center for chronically homeless individuals similar to the annual Project Homeless Connect. Locate near transit resources.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data
Document available drop-in/day centers (services, hours of operation, populations served, LOCATION, rules)	City of Everett Representative	April 2015	No	Staff-time to contact current providers and document what's available	Summary of findings	Increased understanding of what's available (services provided, hours of operation, location, populations served)	Summary of findings
Using the above findings, research the feasibility of expanding hours of operation, increase in populations served, and reducing any barriers	City of Everett Representative	July 2015	No	Staff-time to contact current providers, and conduct feasibility analysis	Summary of findings	Understanding of whether or not current drop-in/day centers can accommodate population. Potential changes in current drop-in/day centers	Summary of findings Change in operation of existing drop-in/day centers
Identify current and potential funding sources for drop-in/day centers	City of Everett Representative	April 2015	No	Staff-time to research funding sources	List of current and potential funding sources and allocation processes/timelines	Increase awareness of current funding used for drop-in/day centers as well as sources that could be used	List of current and potential funding sources and allocation processes/timelines

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Research any Washington State “low-barrier” drop-in/day centers	City of Everett Representative	April 2015	No	Staff-time to research State drop-in/day centers	List of centers, contact and program information (guidelines, policies and procedures, etc.).	Increased understanding of those centers and how they operate	List of centers, contact and program information (guidelines, policies and procedures, etc.).
Identify what capacity is needed in Snohomish County to accommodate the population not getting served	City of Everett Representative	September 2015	No	Staff-time to develop method for obtaining such information Staff-time for obtaining completed information Staff-time to contact current centers for any data available (turn-aways, #'s served) Staff-time to collect PIT and HMIS data relevant to understanding the need	Gaps/Needs Assessment	Increased awareness of the problem, and the capacity needed to address it	Gaps/Needs Assessment

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22. Multiple small outreach sites for information on available services around city.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Interview homeless citizens on what information they need and in what format	TBD—possibly agency staff or members of HPTF or PEH	By May 2015	No	Staff and time to interview homeless	Summary report by those conducting interviews with homeless	A detailed summary of the types of information that would be of use to homeless citizens and the format in which it is needed	A summary report by those conducting interview with homeless	Staff who conduct interviews will be responsible for creating the report. This will be completed once by May 2015. A representative from the City of Everett will be responsible for maintaining this report.
Pull data on use of information resource centers from the Sno Co Community Needs Assessment	R Fenn and/or A Kolacz	By May 2015	No	Time for Fenn and/or Kolacz	Summary of the analysis	A detailed summary of the need for information resource centers from homeless/at-risk of homelessness individuals	A summary report of the analysis	Fenn and/or Kolacz will be responsible for creating the report. This will be completed once by May 2015. A representative from the City of Everett will be responsible for maintaining this report.
Review of reports mentioned above: interviews with homeless and data	City of Everett representative	By July 2015	No	Time for City of Everett representative to review reports	Summary of recommendations	A detailed summary of recommendations for the siting of	A detailed summary report.	City of Everett representative will be responsible for creating this

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analysis from Community Needs Assessment. Based upon review, recommendations for siting of information resource sites will be presented				and develop recommendations		information resource sites.		summary and providing recommendations. A representative from the City of Everett will be responsible for maintaining this report.
Based upon recommendations from previously completed reports, resource information sites will be developed (if so recommended.)	City of Everett Community agencies/partners to be identified within the recommendations	By December 2015	Possibly. Based upon the recommendations, review of zoning policies and other RCWs may need to occur.	Not yet known. Necessary resources will be provided in the recommendation report.	Resource sites will be developed.	Homeless citizens will be able to access information about available services at information resource sites.	Number of homeless citizens accessing information at information resource sites. Satisfaction survey for those accessing information to determine the extent to which the information provided at the site is meeting their needs.	City of Everett representative responsible for developing a plan for collecting the data needed.

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23. Prioritize service support for children under 18, and then for young adults (18-24) as opposed to older populations.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Increase housing for 18-24 year olds, prioritizing emergency shelter for under 24 year olds, as well as transitional housing with supportive services, specifically for this populations	Cocoon House (as coordinated entry site for youth and young adults) working in partnership with Friends of Youth, Housing Hope and others	Very dependent on funding, currently only 12 transitional units through FoY and 21 units for 16-24 year old moms at Housing Hope. Cocoon House plans to add 8-20 or more units for this population by 2018	No	Current resources are extremely limited for this populations, funding often based on HUD priorities and adult outcomes. Housing is very expensive for this population as it requires higher staffing than adult housing	Increased numbers of youth safely housed	Youth exit housing into safe housing with increasing self-sufficiency and	# of bed nights # unduplicated youth housed # of youth exits to safe housing Youth self-sufficiency and other data	Youth housing providers (Friends of Youth, Housing Hope, Cocoon House and any others)
Increase proactive outreach efforts to ensure children receive services and access to shelter ASAP	Cocoon House Possibly HPTF, YYA or Cocoon House	Dependent on resources	No	County CHG, County YSN (supplanted and ends in 2016), Federal dollars cut, state dollars cut and end 2015, yes, much more funding is needed	Additional navigators, outreach workers, advocates or others conducting outreach to youth in Everett and surrounding communities	Youth's receive basic needs items, street level support case management, and can immediately be transported to shelter, and/or other needed services to get safe and stable	contacted, # of youth transported to safety, # of youth successfully leaving the street, other data as well	Cocoon House
Increase full-service day centers for under 24 year olds and expand hours of such centers	Cocoon House and any partners with programs that support this population	Dependent on resources	None, unless locations do not allow services due to zoning or other issues	Extremely limited, much more needed	Current Center(s) expands hours to serve population all day, additional sites opened	See above , and less youth causing street-level disturbances during the day	# youth accessing centers, # law enforcement calls due to disturbances by 18-24 year olds	Cocoon House, other centers, law enforcement

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24. Increase funding for outreach to Homeless Youth and Adults: Expand funding for both youth and adult outreach services to ensure pro-active, on-going outreach to street populations, ideally including a social worker imbedded in police or EMS per recommendation C1. Outreach target sites should include meal programs, the library, transit center, day centers. And other identified spots where street-level social issues arise.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify current and potential funding sources for outreach	City of Everett Representative	April 2015	No	Staff-time to research funding sources	List of current and potential funding sources and allocation processes/timelines	Increase awareness of current funding used for outreach as well as sources that could be used	List of current and potential funding sources and allocation processes/timelines	City of Everett representative or other appointed person
Contact current outreach providers and grant managers including Joe Alonzo/Cocoon, Lori Younquist/PATH, Jackie A/EHP, CHG, ESG, Cammie/Sales Tax, Within Reach, and Vicki H/SSVF Outreach	City of Everett Representative	April 2015	No	Staff-time to contact sources	List of current and potential funding sources and allocation processes/timelines	Increase awareness of current funding used for outreach as well as sources that could be used	List of current and potential funding sources and allocation processes/timelines	City of Everett representative or other appointed person
After list is completed, determine if current funding can be increased/expanded	City of Everett Representative	June 2015	No	Staff-time to research possible increase/expansion	Summary of current funding	Knowledge of increase if possible	Summary of current funding	City of Everett or appointed person

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After list is completed, review the potential funding sources and determine feasibility of use for Outreach	City of Everett Representative	June 2015	No	Staff-time to research potential funds for use in Outreach	Summary of findings	Knowledge of funding sources not currently used for Outreach, but eligible	Summary of findings	City of Everett or appointed person
Research local outreach practices on identifying target sites	City of Everett Representative	April 2015	No	Staff-time to contact current outreach providers	Summary of findings	Knowledge of sites	Summary of findings	City of Everett or appointed person
Contact SnoCty Fire District One and City of Lynnwood Fire for any analysis completed on “Community Resource Paramedic (CRP)” findings	City of Everett Representative	April 2015	No	Staff-time to contact agencies with CRP like positions	Documentation of any analysis	Increased knowledge of CRP	Documentation of any analysis	City of Everett or appointed person
Research any jurisdiction with an “embedded social worker” in Police/EMS.	City of Everett Representative	April 2015	No	Staff-time to research	Documentation (contact information, websites, data, reports, etc.) of other programs	Knowledge of other programs	Documentation (contact information, websites, data, reports, etc.) of other programs	City of Everett or appointed person

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25. Increase funding for Mental Health Treatment.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify federal, state, regional, and local funding sources and opportunities	Tom Sebastian	July 2015	No	Subject Matter Experts	A document identifying of potential funding sources	A document identifying of potential funding sources	Completed Funding Document	Tom Sebastian
Convene an Oversight Committee to develop Implementation Plan	?	December 2015	No	Subject Matter Experts	An Implementation Plan to access funding	An Implementation Plan to access funding	Completed Implementation Plan	?
Based on Implementation Plan access funds	?	Begin January 2016	No	Dependent on what will be required to implement the plan	Increased funding in the community for mental health treatment	Increased funding in the community for mental health treatment	Tracking of increased funds	?

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26. Have job skill training and mailboxes available for homeless to help them get jobs and provide outreach for these services at feeding programs.

Work with Workforce Snohomish and other job resource agencies to develop information that can be made available at feeding programs	Feeding program directors, Workforce Snohomish, other job resource agencies	July 2015	Possible	Time of staff from feeding programs and job resource agencies; materials needed to develop information	List of job resource agencies willing to provide information at feeding programs; list of information to be provided	Job resource information will be provided at feeding programs Citizens utilizing the feeding programs will access job resources based upon the information they receive about these services at the feeding program	Report on what job resource information was provided at which feeding programs Track number of citizens utilizing job resources by agency who indicate they found information about the agency at one of the feeding programs	Feeding program directors and job resource agencies will be responsible for reporting this to City of Everett representative. City of Everett representative will be responsible for maintaining this.
Review possible locations for mailboxes for homeless citizens (e.g., shelter, drop-in centers)	TBD---possibly members of HPTF or PEH	August 2015	Possible. Will need to review laws/ordinances related to placing mailboxes in sites	Time of staff to review locations and laws/ordinances	List of sites where mailboxes are permitted	Mailboxes will be placed at sites	Report on number of mailboxes placed at each site	Site directors will provide report. City of Everett representative will be responsible for maintaining this.

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27. Rest Rooms: Map all downtown public restrooms where street populations would be welcomed and add signage to indicate locations of public restrooms; explore options for expanded public restroom access to reduce negative impacts to the Everett Public Library, Transit Center, and core areas; and explore urban rest stops and public restroom solutions that are working well in other communities.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Locate available rest rooms that are accessible to the homeless and not just the public in the business core	Contact City of Everett Facilities Dept	Feb 13 th 2015	No	Currently there is resource of public restrooms that are welcoming to homeless persons Create a list of meal programs that includes access to restrooms/or showers	List of public City restrooms in business core accessible to homeless	Create more awareness of need and eliminate any barriers of use due to discrimination or bad practice Having safe places for homeless to access restrooms creates a healthier environment and fosters the dignity of a person	Survey homeless persons of public restroom use and any barriers that were changed	A collaboration of agencies along with the City Initial survey of what is available Sharing of the information 6 months survey of post information
Ensure services are accessible by public transportation	Contact Everett Transit for bus routes located near core Transit app http://transitapp.com/	Feb 20 th 2015	No	Bus schedules already exist as well as assistance from transit with a call and online	Share bus schedule with indicated sites of proximity	Developing future sites near frequented public transportation routes and also building awareness of	Survey homeless persons of public transportation accessibility(any	A collaboration of agencies along with the City Initial survey of

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						<div>current availability/access to service sites</div> <div>Creating mini maps of service site and public transportation for ease of use</div>	<div>barriers/discrimination to using public transportation)</div>	<div>what is available</div> <div>Sharing of the information</div> <div>6 months survey of post information</div>
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28. Transport dislocated and/or stranded individuals: work with other street outreach workers to identify individuals who have been dislocated to Everett (including individuals released from emergency room) and return to their families or other location where they have a support system.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data
1. Need to transport released inmates to place of origin (existing programs)	Snohomish County Jail in conjunction with Jail Transition Services (JTS)	JTS currently issues Orca bus passes.		Orca passes Need additional resources for individuals who are not part of JTS or public transport not viable option for relocation.	Need to show that individuals leaving Snohomish County Jail and wishing to return to place of origin or relational support have opportunity to do that.	Fewer displaced individuals in Everett's Downtown Core. Inmates returned to locations with support and services	Funds paid out, number of annual trips, number of potential inmates not served by current services
2. Need to transport released inmates to place of origin (expanded or new programming)	Snohomish County Jail in conjunction with Jail Transition Services (JTS) Local policing jurisdictions	Explore if needs exist for additional transportation services. Review should be concluded by 12/31/2015.	Unknown at this time	Current staffing for review. Additional resources may be necessary to implement additional programming.	Is there a need for transportation assistance for inmates not utilizing JTS Is there a need for transportation alternatives other than ORCA/public transit	Determine if need for additional programming required. Establish programming to assist with returning dislocated inmates to place of origin	Number of individuals who have relational/service support in other jurisdictions

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29. Seek funding for and create additional triage and medical detox bed capacity, including secure detox, detox/treatment for youth, and support for proposed South County detox facility, with careful consideration given to siting to minimize impacts on commercial core areas.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify actions that support proposed South County Detox Facility	Ken Stark/Snohomish County Human Services Director?	July 2015	Potential issues related to siting	?	An identified set of actions to support the proposed South County Detox Facility	Completed actions that support the proposed South County Detox Facility	Completed actions that support the proposed South County Detox Facility	?
Participate in the planning process for the development of the North Sound Behavioral Health Organization that ensures consideration of funding for additional Triage, Medical Detox, and Detox/Treatment for Youth	Tom Sebastian (Snohomish County Human services Leadership, North Sound Behavioral Health Organization Leadership, and community behavioral health providers)	April 2016	Unknown at this time	The North Sound RSN has developed and is implementing a comprehensive plan to transition in to a Behavioral Health Organization (BHO)	That the North Sound BHO document consideration of, or planning for, additional funding for Triage, Medical Detox, and Detox/Treatment for Youth	That the North Sound BHO document consideration of, or planning for, additional funding for Triage, Medical Detox, and Detox/Treatment for Youth	North Sound BHO documentation	?

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30. Increase Resources for Outreach Training and Coordinate Training Between Systems (first responders such as EPD and EMS, volunteers from the faith-based communities, homeless service providers) on Mental Health First Aid and First Aid, volunteer safety and outreach best practices, and available community resources to empower them= to better support street populations and improve referrals into supportive services.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify actions that support proposed South County Detox Facility	Ken Stark/Snohomish County Human Services Director?	July 2015	Potential issues related to siting	?	An identified set of actions to support the proposed South County Detox Facility	Completed actions that support the proposed South County Detox Facility	Completed actions that support the proposed South County Detox Facility	?
Participate in the planning process for the development of the North Sound Behavioral Health Organization that ensures consideration of funding for additional Triage, Medical Detox, and Detox/Treatment for Youth	Tom Sebastian (Snohomish County Human services Leadership, North Sound Behavioral Health Organization Leadership, and community behavioral health providers)	April 2016	Unknown at this time	The North Sound RSN has developed and is implementing a comprehensive plan to transition in to a Behavioral Health Organization (BHO)	That the North Sound BHO document consideration of, or planning for, additional funding for Triage, Medical Detox, and Detox/Treatment for Youth	That the North Sound BHO document consideration of, or planning for, additional funding for Triage, Medical Detox, and Detox/Treatment for Youth	North Sound BHO documentation	?

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31. Snohomish County should increase funding available to help expand the capacity of facilities serving the mentally ill homeless and other homeless individuals, including facilities such as those operated by Compass Mental Health and the Everett Gospel Mission, and this should also include consideration of funding new or relocated facilities.

Problem Statement: A significant percentage of individuals who are chronically homeless require an array of wrap around services to address their housing and associated behavioral health issues. The 2015 Point in Time Count shows that current shelters are operating at capacity and the number of chronically homeless individuals who lack a nighttime residence in Snohomish County remains relatively constant.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Impact
What specifically needs to be done? What activities/tasks need to be implemented?	Who will be responsible for implementing each activity/task?	By when will each activity/task be implemented?	Are there policy/legal issues that need to be addressed for each activity/task?	What resources are currently available for each activity/task? What other resources are possible? What other resources are needed?	What evidence is needed to show that the activity/task was completed?	What can be expected to happen as a result of implementing the activity/task? What is the “so what?” that needs to be answered?	What evidence/need to be collected to demonstrate that the outcome was achieved?
Task 1: Identify the full array of shelter facilities available throughout Snohomish County including both facilities in HMIS and those that are not, identifying the number of beds, entry criteria, allowable length of stays, and associated services provided in site or in close proximity	Snohomish County Human Services Department, City of Everett Planning and Community Development, shelter providers, and faith community	12/31/15	None	Existing staff, survey of shelter and faith community	Inventory of shelter available for serving chronically homeless individuals by location/zip code	A comparison can be made of the number of beds available compared to need when coupled with Task 2 to create an accurate picture of additional capacity needed	Chart of unmet needs by location

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Task 2: Identify the number of chronically homeless individuals by location/zip code	Snohomish County Human Services Department	12/31/15	None	Existing staff utilizing PIT Count data, additional staff time to analyze data by jurisdiction, additional staff time to identify other potential data sources	Count of number of chronically homeless individuals by location/zip code	A comparison can be made of the number of beds available compared to need when coupled with Task 1 to create an accurate picture of additional capacity needed	Chart of unmet needs by location
Task 3: Identify potential fund sources to address capacity shortfalls by location/zip code	Snohomish County Human Services Department, City of Everett Planning and Community Development, shelter providers, and Faith Community	6/30/16	Issues of geographic distribution and parity	Existing staff identifying federal, state, and local funds available, additional staff time to identify additional potential fund sources	Count of capacity needed by location/zip code	Target number of shelter beds and associated services to serve chronically homeless individuals by jurisdiction	Chart of target n beds/services to unmet capacity location/zip
Task 4: Develop policy guidance and NOFAs/RFPs to access funding	All/Partnership to End Homelessness	Ongoing	Limitations of various fund sources, location of facilities to be developed, services to be provided and where	Existing staff working with local elected officials	Policies and NOFAs/RFPs developed	Funding targeted and generated	Grants awarded, dedicated to cre shelter capacity pl
Task 5: Create shelters with associated services	All	Ongoing	Planning and development ordinances/codes by jurisdictions	Existing staff working with local elected officials	Shelters planned	Shelters developed/number of beds created/associated services aligned	Shelters with s created

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32. Involve currently/previously homeless individuals in further analysis of the impacts of chronic homelessness and potential initiatives to improve the situation, and take steps to gather more information about the homeless population.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data
Contact Vicki Howell for potential chronic homeless housing participant	City of Everett Representative	April 2015	No	Staff-time to make contact	Chronic Homeless Representative(s)	Chronic Homeless Representation	Chronic Homeless Representation
Contact John Hull for potential current homeless participant	City of Everett Representative	April 2015	No	Staff-time to make contact	Chronic Homeless Representative(s)	Chronic Homeless Representation	Chronic Homeless Representation
Contact Jackie A. for further CH analysis	City of Everett/Snohomish County Representative	July 2015	No	Staff-time to make contact	Determine if OCHS has time for analysis	Response whether or not analysis is possible	The response
Research available CH analysis	City of Everett/Snohomish Cty Representative	July 2015	No	Staff-time to research	List of available CH research	Increased knowledge about the population	List of available CH research

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33. Implement Tacoma’s BOSS model in Everett: Provide a business outreach support specialist (BOSS) to work directly with local businesses impacted by unwelcome activities on or near businesses; include support after hours and weekends.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes
Identify individual or combination of individuals to perform this function on interim basis & lead staff	City (Neighborhoods, Police, Economic Development, legal)	May 2015	Requires Administration approval to reallocate resources	Existing staff, on interim basis; possibly new FTE if funding is available	Staff assignment to this function	
City obtains business community input	City (Communications Director, EPD PIO)	June 2015		Staff	Input collected and distributed to team	
Local service providers agree to participate	Dept. of Neighborhoods	July 2015		Staff, agencies	Team defined	
Participating staff & agencies meet to develop protocols	Lead staff	August – November 2015		Staff, agencies		
Identified individuals trained by police social worker and participating agencies	Lead staff	November - December		Staff, agencies	Staff trained	
Program & protocols memorialized	Lead staff	December 2015		Staff	Written protocols	
Communication system designed and implemented (e.g., dedicated phone line)	City (IT in cooperation with participating parties)	January 2016		Staff	Phone number, phone tree in place	
Program publicized to business	City (Communications Director, EPD PIO)	February, March 2016		Staff	Press release, business liaison,	City businesses aware of and use

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community					web page, mailings etc to businesses.	program
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34. Prioritize support for programs who help people who demonstrate a willingness to help themselves and go to treatment.

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35. Establish a flexible fund for meeting one-time, short-term needs of precariously housed individuals, including emergency rent and utility payments, to prevent homelessness and reduce the need for more costly interventions.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Review current and possible future funding sources within Everett and Sno Co that could possibly be used to establish a flex fund	City of Everett representative	June 2015	No	Time of staff to review funding sources	List of all funding sources within Everett and Sno Co along with their potential to be used to establish a flex fund	A detailed listing of all funding sources within Everett and Sno Co along with their potential to be used to establish a flex fund	A detailed listing of all funding sources within Everett and Sno Co along with their potential to be used to establish a flex fund	City of Everett representative will be responsible for creating the list by June 2015. A representative from the City of Everett will be responsible for maintaining this list.
Review current City of Everett guidelines/policies to determine what would be necessary to have in place to establish a flex fund	City of Everett Finance Office	July 2015	Not to review current guidelines. It is anticipated that there may be policy/legal issues related to the establishment of a flex fund.	Time of staff	Summary of current guidelines/policies	Summary of current guidelines/policies	Summary of current guidelines/policies	City of Everett Finance Office

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Based on review of current City of Everett guidelines/policies, either work to adopt additional policies that would allow for the creation of a flex fund OR if current policies allow for this, work with funding sources to establish a flex fund	City of Everett Finance Office	August 2015	Possible	Time of staff	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	City of Everett Finance Office
Based on review of current City of Everett guidelines/policies, either work to adopt additional policies that would allow for the creation of a flex fund OR if current policies allow for this, work with funding sources to establish a flex fund	City of Everett Finance Office	August 2015	Possible	Time of staff	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	Creation of a flex fund as well as development of policies/guidelines that would allow for such a fund (if necessary)	City of Everett Finance Office

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36. Implement Best Practices at Meal Programs: such as providing indoor waiting and serving areas, monitored restroom facilities and proactive clean-up to minimize spillover impacts, and engaging participants in operation of the meal service where possible. Convene faith communities for best practices trainings with churches twice a year. Consider coordination between meal program times and locations to best serve people attending the meals throughout the community.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Implement Best Practices at Meal Programs: such as providing indoor waiting and serving areas, monitored restroom facilities and proactive clean-up to minimize spillover impacts, and engaging participants in operation of the meal service where possible. Convene faith communities for best practices trainings with churches twice a year. Consider coordination between meal program times and locations to best serve people attending the meals	<p>Snohomish County Partnership to End Homelessness Continuum of Care Board – see their charter, members, and tasks: http://snohomishcountywa.gov/2191/PEH-CoC-Board</p> <p>It seems logical that the county needs to convene this group of meal providers as there is current tension between city, business, and faith based communities over zoning issues, plus there is overlap of this county board with some who served on the Mayor’s Task Force in 2014.</p>	<p>Letter to go out to all meal programs explaining this task, a brief note of best practice approaches, and a meeting (date, time, place) for the fall of 2015.</p> <p>As this is a twice a year task, at the fall 2015 meeting an annual schedule will be agreed upon for two times a year (spring/fall).</p>	No	<p>Service providers may have a list of best practices for meal programs that could be used in developing a training module at a scheduled meeting.</p> <p>Utilize two “viable” kitchens as examples (Gospel Mission and Salvation Army) for those meal programs desiring to learn about facilities and practices.</p>	<p>A 2015 fall meeting consisting 50% of current meal programs/service providers and a desire/willingness to consider two dates in 2016 with continuous invites to those not there at the 2015 meeting.</p> <p>Minutes and actions of 2015 meeting to be given to all providers and reported to the Mayor’s Task Force.</p>	<p>The initial meeting needs to be worthwhile for those attending (some sort of incentive) so that there is participation.</p> <p>Secondly, will meal programs, especially faith based ones, buy into training and best practices in the immediate and future 2016 meetings?</p>	<p>First – attendance of meal program leaders and service providers</p> <p>Second – follow up with meal programs where one or more best practices are being utilized</p> <p>Three – a comprehensive list of available feeding programs made available to the public</p> <p>Four – the liaisons for service providers and business community see results via cleaner areas around meal programs and</p>	<p>A designated member of the Mayor’s Task Force would report back (with minutes and actions) to the task force from the progress at the fall 2015 meeting.</p> <p>Actually having two 2016 meetings scheduled by the end of 2015 would also show a willingness to learn from best practices.</p>

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throughout the community.				<p>Provide a training for food handler permits.</p> <p>A service provider liaison could help be a point of clarification for this task. This liaison could work with the business liaison to make sure certain best practices are discussed based upon perceived and legitimate needs of both communities.</p>			<p>decreased “incident” reporting to them.</p>	
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37. Ensure services accessible via public transportation.

Locate available rest rooms that are accessible to the homeless and not just the public in the business core	Contact City of Everett Facilities Dept	Feb 13 th 2015	No	Currently there is resource of public restrooms that are welcoming to homeless persons Create a list of meal programs that includes access to restrooms/or showers	List of public City restrooms in business core accessible to homeless	Create more awareness of need and eliminate any barriers of use due to discrimination or bad practice Having safe places for homeless to access restrooms creates a healthier environment and fosters the dignity of a person
Ensure services are accessible by public transportation	Contact Everett Transit for bus routes located near core Transit app http://transitapp.com/	Feb 20 th 2015	No	Bus schedules already exist as well as assistance from transit with a call and online	Share bus schedule with indicated sites of proximity	Developing future sites near frequented public transportation routes and also building awareness of current availability/access to service sites Creating mini maps of service

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						site and public transportation for ease of use
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38. Expand efforts to identity, clean up, and monitor homeless encampments, redirecting/building on existing PATH resources and the Tacoma model, in conjunction with providing additional resources, including housing, for displaced individuals.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify current efforts to clean-up and monitor homeless encampments	City of Everett/Snohomish County Representative	April 2015	No	Staff-time to identify current efforts	Summary of findings	Increased knowledge of current efforts	Summary of findings	City of Everett/Snohomish County Representative One-time
Using above summary of findings, organize those responsible for current efforts to coordinate services recognizing there's more than one group	City of Everett	July 2015	No	Staff-time to organize meeting	Meeting is held	Increased understanding of who is doing what and where	All responsible for encampment work are at the table	City of Everett documents meeting As often as larger group decides to meet/coordinate
Introduce Tacoma's Standard Operating Procedures for Reducing Encampment Activity within the City to the above group	City of Everett	July 2015	No	Staff-time to collect SOP's	SOP's are reviewed at meeting	Potential adoption/learnings from Tacoma's SOP's	Materials are discussed during meeting	City of Everett Representative or appointed person
Identify available housing for homeless living in encampments and	City of Everett Representative	April 2015	No	Staff-time to research	List of available housing programs for homeless living	Increased knowledge of available housing programs and	List of available housing programs for homeless living in	City of Everett Representative – as frequent as needed to maintain accurate

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process for accessing housing					in encampments. Include process for accessing housing programs	access	encampments. Include process for accessing housing programs	inventory
Define what “re-directing” means in relation to PATH program	City of Everett Representative	April 2015	No	Staff-time to contact person/group who made recommendation	Definition	Better understanding of recommendation	Definition	City of Everett Representative or appointed person
Contact Compass Health PATH program once above recommendation is clear and share recommendation	City of Everett Representative	May 2015	No	Staff-time to contact PATH	Contact	PATH understands recommendation	Contact	City of Everett Representative or appointed person
Identify current and potential resources for displaced individuals	City of Everett Representative	May 2015	No	Staff-time to identify resources	List of available resources	An understanding of what’s available and what is needed	List of available resources	City of Everett Representative or appointed person As frequent as needed to maintain accurate inventory
Increase participation and use of the “Encampment Response” interactive database for coordination and monitoring purposes	City of Everett/Snohomish County Representative	September 2015	No	Need permission from Sno Cty HSD, training and access	Participation rates	Increased coordination and documentation of efforts in a central place	Monitoring and coordination results	Snohomish County Representative

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39. Support changes in mental health system that will help move more individuals back into secure treatment facilities where they are no longer a danger to themselves or others.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify federal, state, regional, and local funding sources and opportunities	Tom Sebastian	July 2015	No	Subject Matter Experts	A document identifying of potential funding sources	A document identifying of potential funding sources	Completed Funding Document	Tom Sebastian
Convene an Oversight Committee to develop Implementation Plan	?	December 2015	No	Subject Matter Experts	An Implementation Plan to access funding	An Implementation Plan to access funding	Completed Implementation Plan	?
Based on Implementation Plan access funds	?	Begin January 2016	No	Dependent on what will be required to implement the plan	Increased funding in the community for mental health treatment	Increased funding in the community for mental health treatment	Tracking of increased funds	?
Participate in lobbying efforts to increase available funding								

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40. Consolidate locations of church feeding programs, allowing them to continue their faith-based mission but at fewer locations.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify programs and leads for feeding programs in the downtown core areas as initial pilot Contact leads to determine interest in meeting/conference call or participation in survey Determine what groups are already meeting and engage in discussion Develop best practices pamphlet including	City Staff/S.Anderson	1. 4/30/15			1. Contact List developed			Identify programs and leads for feeding programs in the downtown core areas as initial pilot
	Alan/Jason	2. 4/30/15			2. Group meeting held			Contact leads to determine interest in meeting/conference call or participation in survey
	Mary Ellen Interfaith	3. 4/30/15			3. Contact list developed of meetings and engagement established			Determine what groups are already meeting and engage in discussion
		4. 6/30/15						Develop best practices pamphlet including

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41. Develop centralized intake system (software/data base) that service providers can use to match individuals with available services from multiple providers across the community.

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42. Change City policy to allow access to the City's Human Needs Funding by agencies.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
City staff briefs Human Needs Committee regarding this Streets Initiative recommendation	Staff designated by Everett Planning Director to support HNC (currently D. Koenig)	Annually in October		Planning Department Staff				
Human Needs Committee incorporates recommendation in priorities forwarded to City Council	Staff designated by Everett Planning Director to support HNC (currently D. Koenig)	Annually in October	Human Needs Committee must vote to approve priorities that include this recommendation	N/A	Committee's written priorities reflect recommendation	Committee's written priorities reflect recommendation		Planning Department designee
Draft Resolution and get it on Council agenda	Planning Department designee	Annually in October/November		Planning staff	Resolution on agenda for Council Consideration	Enables Council to endorse this recommendation for coming grant cycle	Agenda cover sheet	Planning staff/Council Clerk
Council passes resolution approving Human Needs priorities that include this recommendation	City Council	Annually in November/December	City Council approval	N/A	Resolution	City policy allows alcohol & drug treatment providers to access Human Needs Funding	Resolution with priorities for each year	

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Providing More Housing and Shelter

50. More shelter beds.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Task 1: Identify the full array of shelter facilities available throughout Snohomish County including both facilities in HMIS and those that are not, identifying the number of beds, entry criteria, allowable length of stays, and associated services provided in site or in close proximity	Snohomish County Human Services Department, City of Everett Planning and Community Development, shelter providers, and faith community	12/31/15	None	Existing staff, survey of shelter and faith community	Inventory of shelter available for serving chronically homeless individuals by location/zip code			
Task 2: Identify the number of chronically homeless individuals by location/zip code	Snohomish County Human Services Department	12/31/15	None	Existing staff utilizing PIT Count data, additional staff time to analyze data by jurisdiction, additional staff time to identify other potential data sources	Count of number of chronically homeless individuals by location/zip code			

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Task 3: Identify potential fund sources to address capacity shortfalls by location/zip code	Snohomish County Human Services Department, City of Everett Planning and Community Development, shelter providers, and Faith Community	6/30/16	Issues of geographic distribution and parity	Existing staff identifying federal, state, and local funds available, additional staff time to identify additional potential fund sources	Count of capacity needed by location/zip code			
Task 4: Develop policy guidance and NOFAs/RFPs to access funding	All/Partnership to End Homelessness	Ongoing	Limitations of various fund sources, location of facilities to be developed, services to be provided and where	Existing staff working with local elected officials	Policies and NOFAs/RFPs developed			
Task 5: Create shelters with associated services	All	Ongoing	Planning and development ordinances/codes by jurisdictions	Existing staff working with local elected officials	Shelters planned			
Outline specific barriers to housing youth with criminal records in both emergency shelters and other housing programs	Cocoon House and Friends of Youth	May 31, 2015	No	Time	Barriers outlined and presented to Task Force	Understanding of current barriers	See outputs	Cocoon House
Outline specific barriers to housing adults with criminal records in both emergency shelters and other housing programs	Everett Gospel Mission and other programs housing single adults	May 31, 2015	No	Time	Barriers outlined and presented to Task Force	Understanding of current barriers		Everett Gospel Mission

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Convene a committee to outline and identify resources needed to safely house populations with criminal records	PEH	June 30, 2015	Yes	Time and Funding	Resources needed are outlined and presented to Task Force	Understanding of resources required to create housing options for these populations		PEH
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51. Expand use of “Housing First” Model: allowing low barrier access to housing for chronically homeless individuals.

52. Increase supply of permanent supported subsidized housing.

53. More Single Room Occupancy housing under public or nonprofit management.

Problem Statement: A significant percentage of individuals who are chronically homeless and require an array of wrap around services to address their housing and associated behavioral health issues are unwilling to enter housing with entry requirements such as participation in activities, sobriety, and drug testing while limiting ability for family members and pets to be co-housed. The 2015 Point in Time Count shows that the number of chronically homeless individuals who lack a nighttime residence in Snohomish County remains relatively constant and providers report that some will not enter the housing offered because of restrictions

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Task 1: Identify the amount of low barrier housing available throughout Snohomish County including the number and type of units, entry criteria, allowable length of stays, and associated services provided in site or in close proximity	Snohomish County Human Services Department, City of Everett Planning and Community Development, houses, and faith community	12/31/15	None	Existing staff, survey of houses and faith community	Inventory of low barrier housing available for serving chronically homeless individuals by location/zip code	A comparison can be made of the number of units available compared to need when coupled with Task 2 to create an accurate picture of additional capacity needed	Chart of unmet capacity needs by location/zip code	Jurisdictions, annually
Task 2: Identify the number of chronically homeless individuals by location/zip code in need of low barrier housing	Snohomish County Human Services Department	12/31/15	None	Existing staff utilizing PIT Count data, additional staff time to analyze data by jurisdiction, additional staff	Count of number of chronically homeless individuals by location/zip code	A comparison can be made of the number of units available compared to need when coupled with Task 1 to create an accurate picture of	Chart of unmet capacity needs by location/zip code	Jurisdictions, annually

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				time to identify other potential data sources		additional capacity needed		
Task 3: Identify potential fund sources to address capacity shortfalls by location/zip code	Snohomish County Human Services Department, City of Everett Planning and Community Development, shelter providers, and Faith Community	6/30/16	Issues of geographic distribution and parity	Existing staff identifying federal, state, and local funds available, additional staff time to identify additional potential fund sources	Count of capacity needed by location/zip code	Target number of shelter beds and associated services to serve chronically homeless individuals by jurisdiction	Chart of target number of beds/services to address unmet capacity needs by location/zip code	Jurisdictions, annually
Task 4: Develop policy guidance and NOFAs/RFPs to access funding	All/Partnership to End Homelessness	Ongoing	Limitations of various fund sources, location of facilities to be developed, services to be provided and where	Existing staff working with local elected officials	Policies and NOFAs/RFPs developed	Funding targeted and generated	Grants awarded, resources dedicated to creation of shelter capacity plus services	Jurisdictions, shelter providers, and faith and philanthropic communities, ongoing
Task 5: Create housing first units with associated services	All	Ongoing	Planning and development ordinances/codes by jurisdictions	Existing staff working with local elected officials	Housing projects planned	Housing developed/number of units created/associated services aligned	Low barrier/low cost housing units with services created	Jurisdictions, and housers, ongoing
Convene a Housing Levy Committee	Mark Smith, HCESC	April, 2015	No	Existing HCESC stakeholder/levy group	Committee Member list and notes from first meeting	Wider stakeholder involvement beyond the existing group	None	N/A
Determine Levy ballot date	Levy Committee, County Council	May, 2015	None	N/A	Levy date	Agreement on levy date	N/A	N/A
Fundraising	Levy Committee	Ongoing	No		Bank account flush with cash	Funding available for education campaign, polling, and levy campaign	Money	Levy Committee
Develop and implement county	Levy Committee, HCESC	Ongoing	None	HCESC staff & existing education	Community meetings, Housing	Heightened awareness of	Polling data	Polling firm

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wide education and outreach campaign on affordable housing issues				and outreach work	presentations to stakeholder groups	affordable housing need		
Polling on affordable housing issues and housing levy	Levy Committee	Depends on ballot date and outreach campaign	No	Funding for polling will be needed	Poll results	Snapshot of understanding of affordable housing issues; Snapshot of level of support for housing levy	N/A	N/A
Create Plan for use of levy funds	Levy Committee work group, non-profit housing providers, Sno Co Human Services & Housing Division staff, other stakeholders	Depends on Levy Date	None	Time	Use of Funds Plan	Plan is necessary prior to beginning levy campaign	Plan	N/A
Ask County Council to put Housing Levy on ballot	Levy Committee	At least 5 months prior to levy date	Cost of ballot issue (not a policy issue per se, but of concern to County Council and Executive	N/A	Positive Vote of County Council	Levy measure on ballot	N/A	N/A
Begin Levy Campaign	Levy Committee	Depends on Levy Date and emerging factors	No	Fundraising will be critical. Cost of campaign dependent on scope of campaign	Campaign Activity	Passage of levy!	N/A	N/A
Task 1: Identify types of low cost/non-traditional housing including SROs	City of Everett Planning and Community Development/Snohomish County Human Services Department	9/30/15	None	Existing staff organize the data already collected and solicit additional data	Inventory of types of low cost/non-traditional housing with cost and pros and cons of each type	An analysis can be made of the types of low cost/non-traditional housing options to determine alignment with jurisdictions'	Chart of types of low cost/non-traditional housing options that can be developed by jurisdiction	City of Everett and Snohomish County, one time

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						ordinances/codes		
Task 2: Meet with City of Everett and Snohomish County elected officials to identify viable low cost/non-traditional housing options	City of Everett Mayor and Council/Snohomish County Executive and Council	12/31/15	Willingness of elected officials to pursue the encouragement of low cost/non-traditional housing	Existing staff	Revised inventory of types of low cost/non-traditional housing to be pursued	General agreement on the types of low cost/non-traditional housing to be pursued by Snohomish County and City of Everett	Description of housing to be pursued by Snohomish County and City of Everett to be shared with additional jurisdictions	City of Everett and Snohomish County, one time
Task 3: Share work with additional jurisdictions	Housing Consortium of Everett and Snohomish County/Alliance for Housing Affordability	1/31/16	Willingness of elected officials of additional jurisdictions to pursue the encouragement of low cost/non-traditional housing	Existing staff	Revised inventory of types of low cost/non-traditional housing to be pursued	General agreement on the types of low cost/non-traditional housing to be pursued by all jurisdictions in Snohomish County	Description of housing to be pursued by each jurisdiction	Jurisdictions, Housing Consortium of Everett and Snohomish County, and Alliance for Housing Affordability, annually
Task 4: Research and present County and City tax incentive options and best practices from other jurisdictions for building and maintaining viable low cost/non-traditional housing	City of Everett Planning and Community Development/Snohomish County Human Services Department/Housing Consortium of Everett and Snohomish County/Alliance for Housing Affordability	2/28/16	Willingness of elected officials to utilize task incentives to encourage the development of low cost/non-traditional housing	Existing staff	Possible policies for incentivizing low cost/non-traditional housing	General agreement on the policies to be used	Approved policies	Jurisdictions, Housing Consortium of Everett and Snohomish County, and Alliance for Housing Affordability, annually
Task 5: Identify potential fund sources to address capacity shortfalls in low cost/non-	City of Everett Planning and Community Development, Snohomish County, Housing Consortium of	6/30/16	Issues of geographic distribution, parity, and ordinances/codes	Existing staff identifying federal, state, and local funds available, additional staff	Count of capacity needed by location/zip code, identification of ordinances/codes	Target number of low cost/non-traditional housing units, including low barrier housing	Chart of target number of units/services to address unmet capacity needs by	Jurisdictions, Housing Consortium of Everett and Snohomish

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traditional housing by location/zip code	Everett and Snohomish County, Alliance for Housing Affordability, housers, and Faith Community		for various types of non-traditional housing by location/zip code	time to identify additional potential fund sources and ordinances/codes related to non-traditional housing by location/zip code	impacting non-traditional housing options by jurisdiction	units to serve chronically homeless individuals, by location/zip code	location/zip code	County, and Alliance for Housing Affordability, annually
Task 6: Develop policy guidance and NOFAs/RFPs to access funding	All/Partnership to End Homelessness	Ongoing through 2020 and then reassess	Limitations of various fund sources, location of facilities to be developed, services to be provided and where	Existing staff working with local elected officials	Policies and NOFAs/RFPs developed	Funding targeted and generated	Grants awarded, resources dedicated to creation of low cost/non-traditional housing	Jurisdictions, housers, and faith and philanthropic communities, ongoing
Task 7: Create low cost/non-traditional housing	All	Ongoing through 2020 and then reassess	Planning and development ordinances/codes by jurisdictions	Existing staff working with local elected officials	Housing projects planned	Housing developed/number of units created/associated services aligned	Low barrier/low cost housing units with services created	Jurisdictions, and housers, ongoing

<p>Preserve affordable housing units in the City and County that are at risk of being redeveloped through purchase of these units.</p> <p><u>Task 1.</u> Inventory of assisted housing projects and list those which are at risk.</p>	<p><u>Task 1.</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 2.</u> Everett Planning and Community Development and Snohomish County</p>	<p><u>Task 1.</u> December 1, 2015.</p> <p><u>Task 2.</u> January 1, 2016</p> <p><u>Task 3.</u> February 1, 2016</p> <p><u>Task 4.</u> February 1, 2016</p> <p><u>Task 5.</u> Through</p>	<p>Existing units versus new construction. (discussion)</p> <p>Priority of units selected</p> <p>Location of housing units.</p>	Existing staff Limited financial resources	Overall goal is to preserve affordable housing units so the number of units purchased	Units purchased and preserved for affordability.	Number of units preserved	Everett Planning and Community Development and Snohomish County Human Services Department - Annually
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<p><u>Task 2.</u> Identify agencies that would be willing and are capable to partner on this issue.</p> <p><u>Task 3.</u> Explore funding options with identified agencies.</p> <p><u>Task 4.</u> Set realistic goal of number of units to be preserved.</p> <p><u>Task 5.</u> Purchase units.</p>	<p>Human Service Department</p> <p><u>Task 3</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 4</u> City of Everett Council and Snohomish County Council</p> <p><u>Task 5</u> Selected agencies</p>	<p>2020 then reassess</p>						

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54. Request accommodation by the Health District to allow Compass clients to smoke in a less visible location than the sidewalk and lawn right on Broadway, one of the City's gateway arterials. (and other similar facilities of operators want).

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Consult with Compass to agree on appropriate screened smoking area	Legal (D. Hall)	April/May 2015	Compass Health administration and board concurrence	Staff time	Decision by Compass on appropriate smoking area	Able to submit request for accommodation to Health District	Email or letter from Compass to Legal documenting decision on area and authorizing submittal of request to Health District	Legal Department
Draft request for accommodation and submit to Health District	Legal	May/June 2015	No	Staff time	Request of Accommodation submitted	Health District is able to consider request	Written request and transmittal email	Legal Department
Health District approves request	Snohomish County Health District	2015	Health District discretionary decision	Health District staff time	Request approved	Compass able to implement new smoking policy	Health District written approval received	Legal Department

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Compass Health makes new smoking area available and enforces new policy	Compass Health	2015	No	Compass Health staff time; possible expenditure to improve new smoking area	New policy implemented	Compass clients smoke is screened area so are not visible from street	No smoking visible in front of Compass Health	Compass/EPD
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55. Need shelter and housing for individuals (youth, adults) with criminal records that make them otherwise ineligible for shelter/housing programs available in the community.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Outline specific barriers to housing youth with criminal records in both emergency shelters and other housing programs	Cocoon House and Friends of Youth	May 31, 2015	No	Time	Barriers outlined and presented to Task Force	Understanding of current barriers	See outputs	Cocoon House
Outline specific barriers to housing adults with criminal records in both emergency shelters and other housing programs	Everett Gospel Mission and other programs housing single adults	May 31, 2015	No	Time	Barriers outlined and presented to Task Force	Understanding of current barriers		Everett Gospel Mission
Convene a committee to outline and identify resources needed to safely house populations with criminal records	PEH	June 30, 2015	Yes	Time and Funding	Resources needed are outlined and presented to Task Force	Understanding of resources required to create housing options for these populations		PEH

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56. Offer safe storage facilities for homeless people.

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57. Create county and city tax incentives for creation of affordable SRO housing.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Task 1: Identify types of low cost/non-traditional housing including SROs	City of Everett Planning and Community Development/Snohomish County Human Services Department	9/30/15	None	Existing staff organize the data already collected and solicit additional data	Inventory of types of low cost/non-traditional housing with cost and pros and cons of each type	An analysis can be made of the types of low cost/non-traditional housing options to determine alignment with jurisdictions' ordinances/codes	Chart of types of low cost/non-traditional housing options that can be developed by jurisdiction	City of Everett and Snohomish County, one time
Task 2: Meet with City of Everett and Snohomish County elected officials to identify viable low cost/non-traditional housing options	City of Everett Mayor and Council/Snohomish County Executive and Council	12/31/15	Willingness of elected officials to pursue the encouragement of low cost/non-traditional housing	Existing staff	Revised inventory of types of low cost/non-traditional housing to be pursued	General agreement on the types of low cost/non-traditional housing to be pursued by Snohomish County and City of Everett	Description of housing to be pursued by Snohomish County and City of Everett to be shared with additional jurisdictions	City of Everett and Snohomish County, one time
Task 3: Share work with additional jurisdictions	Housing Consortium of Everett and Snohomish County/Alliance for Housing Affordability	1/31/16	Willingness of elected officials of additional jurisdictions to pursue the encouragement of low cost/non-traditional housing	Existing staff	Revised inventory of types of low cost/non-traditional housing to be pursued	General agreement on the types of low cost/non-traditional housing to be pursued by all jurisdictions in Snohomish County	Description of housing to be pursued by each jurisdiction	Jurisdictions, Housing Consortium of Everett and Snohomish County, and Alliance for Housing Affordability, annually
Task 4: Research and present County and City tax incentive	City of Everett Planning and Community Development/Snohomish County Human Services	2/28/16	Willingness of elected officials to utilize task incentives to	Existing staff	Possible policies for incentivizing low cost/non-traditional housing	General agreement on the policies to be used	Approved policies	Jurisdictions, Housing Consortium of Everett and

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options and best practices from other jurisdictions for building and maintaining viable low cost/non-traditional housing	Department/Housing Consortium of Everett and Snohomish County/Alliance for Housing Affordability		encourage the development of low cost/non-traditional housing					Snohomish County, and Alliance for Housing Affordability, annually
Task 5: Identify potential fund sources to address capacity shortfalls in low cost/non-traditional housing by location/zip code	City of Everett Planning and Community Development, Snohomish County, Housing Consortium of Everett and Snohomish County, Alliance for Housing Affordability, housers, and Faith Community	6/30/16	Issues of geographic distribution, parity, and ordinances/codes for various types of non-traditional housing by location/zip code	Existing staff identifying federal, state, and local funds available, additional staff time to identify additional potential fund sources and ordinances/codes related to non-traditional housing by location/zip code	Count of capacity needed by location/zip code, identification of ordinances/codes impacting non-traditional housing options by jurisdiction	Target number of low cost/non-traditional housing units, including low barrier housing units to serve chronically homeless individuals, by location/zip code	Chart of target number of units/services to address unmet capacity needs by location/zip code	Jurisdictions, Housing Consortium of Everett and Snohomish County, and Alliance for Housing Affordability, annually
Task 6: Develop policy guidance and NOFAs/RFPs to access funding	All/Partnership to End Homelessness	Ongoing through 2020 and then reassess	Limitations of various fund sources, location of facilities to be developed, services to be provided and where	Existing staff working with local elected officials	Policies and NOFAs/RFPs developed	Funding targeted and generated	Grants awarded, resources dedicated to creation of low cost/non-traditional housing	Jurisdictions, housers, and faith and philanthropic communities, ongoing
Task 7: Create low cost/non-traditional housing	All	Ongoing through 2020 and then reassess	Planning and development ordinances/codes by jurisdictions	Existing staff working with local elected officials	Housing projects planned	Housing developed/number of units created/associated services aligned	Low barrier/low cost housing units with services created	Jurisdictions, and housers, ongoing

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58. Preserve affordable units in City at risk of being redeveloped (through purchase of these units by Housing Authority, others)

Problem Statement: There continues to be a shortage of affordable housing units. Assisted housing units as their affordability period ends can be converted to market rate rents or redeveloped. Work with the Everett Housing Authority and agencies to purchase existing assisted housing units so they are not converted to market rate rents or redeveloped unless the units are replaced, so the units are preserved to serve for low income households.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
<p><u>Task 1.</u> Inventory of assisted housing projects and list those which are at risk.</p> <p><u>Task 2.</u> Identify agencies that would be willing and are capable to partner on this issue.</p> <p><u>Task 3.</u> Explore funding options with identified agencies.</p> <p><u>Task 4.</u> Set realistic goal of number of units to be preserved.</p>	<p><u>Task 1.</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 2.</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 3</u> Everett Planning and Community Development and Snohomish County Human Service</p>	<p><u>Task 1.</u> December 1, 2015.</p> <p><u>Task 2.</u> January 1, 2016</p> <p><u>Task 3.</u> February 1, 2016</p> <p><u>Task 4.</u> February 1, 2016</p> <p><u>Task 5.</u> Through 2020 then reassess</p>	<p>Existing units versus new construction. (discussion)</p> <p>Priority of units selected</p> <p>Location of housing units.</p>	<p>Existing staff</p> <p>Limited financial resources</p>	<p>Overall goal is to preserve affordable housing units so the number of units purchased</p>	<p>Units purchased and preserved for affordability.</p>		

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<u>Task 5.</u> Purchase units.	<p>Department</p> <p><u>Task 4</u> City of Everett Council and Snohomish County Council</p> <p><u>Task 5</u> Selected agencies</p>							
<p>Preserve affordable housing units in the City and County that are at risk of being redeveloped through purchase of these units.</p> <p><u>Task 1.</u> Inventory of assisted housing projects and list those which are at risk.</p> <p><u>Task 2.</u> Identify agencies that would be willing and are capable to partner on this issue.</p> <p><u>Task 3.</u> Explore funding options with identified agencies.</p> <p><u>Task 4.</u> Set realistic</p>	<p><u>Task 1.</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 2.</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 3</u> Everett Planning and Community Development and Snohomish County Human Service Department</p> <p><u>Task 4</u> City of Everett</p>	<p><u>Task 1.</u> December 1, 2015.</p> <p><u>Task 2.</u> January 1, 2016</p> <p><u>Task 3.</u> February 1, 2016</p> <p><u>Task 4.</u> February 1, 2016</p> <p><u>Task 5.</u> Through 2020 then reassess</p>	<p>Existing units versus new construction. (discussion)</p> <p>Priority of units selected</p> <p>Location of housing units.</p>	<p>Existing staff</p> <p>Limited financial resources</p>	<p>Overall goal is to preserve affordable housing units so the number of units purchased</p>	<p>Units purchased and preserved for affordability.</p>	<p>Number of units preserved</p>	<p>Everett Planning and Community Development and Snohomish County Human Services Department - Annually</p>

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goal of number of units to be preserved.	Council and Snohomish County Council							
<u>Task 5.</u> Purchase units.	<u>Task 5</u> Selected agencies							

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Improving Public Understanding

66. Business community Liaison to service providers (and vice versa).

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Identify business liaisons from each economic business district (start with downtown as a pilot).	For pilot: Downtown Everett Association	Mid March 2015	No	Downtown Everett Association Services Manager already in place.	A liaison will be identified for each business district.	The downtown business community will have a point of contact to bring their concerns to.	A liaison will be identified for each business district.	NA
After six months identify liaisons in other business districts.	Economic Development Director	September 2015	No	Economic Alliance and City of Everett knowledge of business areas.		Reduction in street social behavior that is disruptive to business community.		
Listen to concerns and provide referrals or support to businesses in the pilot area.	Downtown Liaison and Social Worker	June 2015	No	TBD (pending hiring of social worker)	Businesses will know who to contact when issues arise.	Increased understanding of services in the business community.	Businesses will know who to contact when issues arise.	City of Everett, Liaison and social worker.
Develop some sort of complaint or concern process.	Downtown Liaison	April 2015 – ongoing	No	City of Everett has	Complaint process		Complaint process	City of Everett, Liaison and social

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	and Social Worker			complaint tracking feature on website that could be modified for this purpose.	will be developed and business owners will know how to use it.	Process will be used by business owners.	will be developed and business owners will know how to use it.	worker.
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67. Institute a “Hospitality Program” designed to facilitate a citywide philosophy of responsiveness and support to business owners, shoppers, visitors, street people, service providers, faith communities. The program would get to know all street people and their situations, facilitate referrals and connections, would facilitate ways in which people can be helpful in direct interactions with street people, would problem-solve challenging situations, would help faith communities find effective ways to channel their street ministries.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Evaluate perceptions of street populations, the level of responsiveness and determine level of knowledge of resources within business community & shop owners. Conduct survey of business owners	EPD Social Worker DEA Business liaison Cocoon House & PATH outreach workers DEAC members Faith community leaders Service providers	Launch outreach and perception surveys after hire of EPD social worker (TBD) Develop business community relationships through DEA/DEAC and business liaison	No	Staff time	Survey before implementation to assess perceptions Survey 3 mos and 6 mos after implementation to assess perceptions	Reduced tensions between business community and street populations, reduced presence of street populations in doorways. Greater use of local resources by street populations	Survey before implementation to assess community perceptions Survey 3 mos and 6 mos after implementation to assess perceptions and document any changes	EPD social worker, outreach workers, DEA business liaison, DEAC

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68. Increase communications between churches offering feeding programs and neighboring businesses.

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Improving Inter-Agency Coordination & Communication

70. Map resources available to homeless and others in need (time of day, type, location) so service providers, governments community have a clearer picture of what is going on, where. (This can also be used to get information to those in need).

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Demonstrate Pilot Mapping Project county is doing – to CORE and Interagency Committees	Ken Stark, Interagency and CORE Committees	March	No	Discuss these questions after demonstration – staff time	Meeting will be held – notes taken	Input for next steps will be provided	Meeting notes	Co – leads
Identify end users	Interagency and CORE Committees	March	No	Staff time	Will have list	Will have list of who to poll/survey	Will have list	Co-leads
Poll or survey end users: what to map, how to access (iphone, web, app, etc.)	TBD	April	No	Staff time	Results of poll or survey			TBD
Identify what data is available and who has it – based on what we want to map	TBD	May	No	Staff time				
Group refines list of items to be mapped, where they will get data, how often data needs to be updated	Interagency and CORE Committee	June	No	Staff time				
Group decides who will host database	CORE Committee	June	No					
Group determines	CORE Committee	June	No					

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cost of developing and hosting/maintaining system								
Group determines how project will be financed	CORE Committee	June	No					
Funders let contract for developing and implementing mapping program (hosting)	City/County	July	No					
Host agency determined	City/County	September	No					
Group promotes new system	Core Committee	September						

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71. Increase coordination between those providing outreach services.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
1. Identify what organizations are providing outreach services.	1. Partnership to End Homelessness (PEHC).	1. April 30, 2015	1. No	1. PEHC; HPTF, 211, Coordinated entry sites, HMIS data	1. A comprehensive list of organizations providing outreach services.	1. We will know the organizations that we will want to approach for increasing coordination.	1. A comprehensive list of organizations providing outreach services.	1. PEHC
2. Implement Collective Impact Model structure for increasing coordination.	2. PEHC	2. May 31, 2015	2. Yes, an understanding of Collective Impact (CI) policies	2. FSG Collective Impact Model, United Way training, SCHLC-CI model.	2. An initial meeting of potential CI partner organization agreeing to this model.	2. An CI Organizing Group will have been created.	2. Minutes from CI Organizing Group meeting.	2. PEHC
3. Choose backbone organization who will manage this greater cooperation.	3. CI Organizing Group	3. May 31, 2015	3. Yes, the backbone organization will need to adopt some polices concerning staffing and funding.	3. Will there be funding from the county or the cities towards costs associated with this effort?	3. Backbone organization is chosen and begins functioning.	3. Cooperation will begin to increase through these initial efforts.	3. Backbone Organization will be actively moving this effort forward.	3. CI Organizing Group and Backbone Organization
4. Create and sign MOUs concerning agreed upon policies for greater coordination.	4. CI Organizing Group and Backbone Organization	4. June 30, 2015	4. Yes, MOUs will need to be created and reviewed by legal experts.	4. CI Organizing Group and Backbone Organization, SCHLC, legal resources.	4. MOUs will be created, reviewed and signed.	4. Cooperation will begin to increase through these initial efforts.	4. Signed MOUs	4. CI Organizing Group and Backbone Organization
5. Begin regular coordination meetings.	5. CI Organizing Group and Backbone Organization	5. June 30, 2015	5. Ongoing	5. CI Organizing Group and Backbone Organization.	5. Ongoing CI Organizing Group meetings will be held on a regular basis.	5. Cooperation will continue to increase through these efforts.	5. Evidence of actual increased cooperation	5. CI Organizing Group and Backbone Organization

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72. Work with other cities in Snohomish County to encourage them to address issues of homelessness in their communities so there is less pressure on Everett resources.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Clarify with CORE Committee what the intent is – incentive?	CORE Committee Chair	Next CORE Committee meeting	None	None needed	Decision made as to intent	Direction is provided so template (plan) can be completed	Meeting minutes?	Chair

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73. Encourage additional funding for good collaboration.

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74. Analyze the impact of chronic homelessness and potential initiatives across the county from a systems perspective.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
To the extent this is a general policy, it should be a factor considered for most initiatives and a reminder to this effect will be sent to pertinent organizations	D. Hall	Ongoing	No	Staff time	Reminder email	Organizations consider County wide impacts		
To the extent this is a separate action item, it may be beyond any groups ability to implement at this time but will be revisited at next 6-month check-in meeting	D. Hall	6-month check-in	No	Staff time	Discussed at 6-month check-in	Discussion		

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75. Invite business and community members of the Community Streets Initiative Task Force to join the Snohomish County Partnership to End Homelessness Board.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Engage SnoCo Human Services staff and PEH Executive Team to identify open community representation that would benefit the Board.	Bob Reese and SnoCo Human Services Staff	End of March 2015	County Human Services Staff and PEH board may need to identify new categories of community participation for the PEH Board	Staff Time	List of unfilled positions.	Potential business and/or community positions identified.	List of open positions	TBD
Engage City of Everett staff and Downtown Everett Association to identify business and community potential PEH Board members.	Bob Reese and City Staff	End of May 2015	None	Staff Time	List of potential candidates for board positions.	Information available to support invitations	List of invitations	TBD
Extend invitations to potential BEH Board members.	SnoCo Human Services Staff	End of July 2015	None	Staff Time	List of business and community members invited to apply for board membership.	Candidates will be invited to join the board	Acceptance or rejection of invitations	TBD

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Other/Advocacy

80. Support campaigns to give money to service providers, rather than as cash to panhandlers.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
Develop a focused coordinated and collaborative ‘public/private’ advocacy network for community services at the federal, state, regional and local levels.	Non-profit agencies, local government, business and community organizations leadership	On-going and continuous	Budget requests need policy justification; Policy proposal changes need research, case development, awareness/outreach and advocacy	Established non-profit organizations and local government Broader collaboration, coordination and communication among non-profits, community groups, local government and private organizations Stronger business voice	Increased budgets; greater public awareness; policy changes. Demonstrable collaboration, coordination and communication among advocates	Increased funding for services Policy changes	Agency reporting of increased services rendered, clients served, and overcrowding relieved as a result of greater funding and/or policy changes	Agency release of state or federal funding program reports extended to the local community

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81. Replicate the successful Housing Levy model implemented in Seattle and Bellingham (either an Everett levy or as a countywide levy) to orchestrate a coordinated set of housing projects to address community priorities.

Problem Statement: There are insufficient funds to meet current and projected need for affordable housing throughout Snohomish County. In January, 2015, the Department of Commerce released its report, “Washington State Housing Needs Assessment – 2015”, which found that more than 13,000 Snohomish County households making <30% of Area Median Income were paying more than 50% of their income for housing. The 2014, “Housing Characteristics and Needs in Snohomish County” report states the need by 2035 for an additional 11,000 units of housing affordable to those making <30% of Area Median Income to accommodate population growth projections.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
What specifically needs to be done? What activities/tasks need to be implemented?	Who will be responsible for implementing each activity/task?	By when will each activity/task be implemented?	Are there policy/legal issues that need to be addressed for each activity/task?	What resources are currently available for each activity/task? What other resources are possible? What other resources are needed?	What evidence is needed to show that the activity/task was completed?	What can be expected to happen as a result of implementing the activity/task? What is the “so what?” that needs to be answered?	What evidence/data will need to be collected to demonstrate that this outcome was met?	Who specifically will be responsible for collecting this data? When/how often?
Convene a Housing Levy Committee	Mark Smith, HCESC	April, 2015	No	Existing HCESC stakeholder/levy group	Committee Member list and notes from first meeting	Wider stakeholder involvement beyond the existing group	None	N/A
Determine Levy ballot date	Levy Committee, County Council	May, 2015	None	N/A	Levy date	Agreement on levy date	N/A	N/A
Fundraising	Levy Committee	Ongoing	No		Bank account flush with cash	Funding available for education campaign, polling, and levy campaign	Money	Levy Committee

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Develop and implement county wide education and outreach campaign on affordable housing issues	Levy Committee, HCESC	Ongoing	None	HCESC staff & existing education and outreach work	Community meetings, Housing presentations to stakeholder groups	Heightened awareness of affordable housing need	Polling data	Polling firm
Polling on affordable housing issues and housing levy	Levy Committee	Depends on ballot date and outreach campaign	No	Funding for polling will be needed	Poll results	Snapshot of understanding of affordable housing issues; Snapshot of level of support for housing levy	N/A	N/A
Create Plan for use of levy funds	Levy Committee work group, non-profit housing providers, Sno Co Human Services & Housing Division staff, other stakeholders	Depends on Levy Date	None	Time	Use of Funds Plan	Plan is necessary prior to beginning levy campaign	Plan	N/A
Ask County Council to put Housing Levy on ballot	Levy Committee	At least 5 months prior to levy date	Cost of ballot issue (not a policy issue per se, but of concern to County Council and Executive	N/A	Positive Vote of County Council	Levy measure on ballot	N/A	N/A
Begin Levy Campaign	Levy Committee	Depends on Levy Date and emerging factors	No	Fundraising will be critical. Cost of campaign dependent on scope of campaign	Campaign Activity	Passage of levy!	N/A	N/A

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82. Support increased funding for mental health treatment and drug and alcohol treatment through advocacy with federal, state, local and private funders.

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83. Ask the legislature to increase the money in the state Housing Trust Fund to support through advocacy with federal, state, local and private funders.

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84. Advocate to expand Snohomish County's allocation of state funding for the PATH program.

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85. Government funding should be more flexible

Problem Statement: Administrative requirements on service providers have increased significantly over time, diverting more and more resources away from service to clients in need.

Activities/Tasks	Person(s) Responsible	Timeline	Policy Issues	Resources	Outputs	Outcomes	Evidence/Data	Data Responsibilities
What specifically needs to be done? What activities/tasks need to be implemented?	Who will be responsible for implementing each activity/task?	By when will each activity/task be implemented?	Are there policy/legal issues that need to be addressed for each activity/task?	What resources are currently available for each activity/task? What other resources are possible? What other resources are needed?	What evidence is needed to show that the activity/task was completed?	What can be expected to happen as a result of implementing the activity/task? What is the “so what?” that needs to be answered?	What evidence/data will need to be collected to demonstrate that this outcome was met?	Who specifically will be responsible for collecting this data? When/how often?

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<p>-Assess city and county grant procedures to determine current degree of flexibility, potential for increased efficiency in application of resources, and identify steps to produce greater flexibility.</p> <p>-Determine what policies and procedures can be influenced at this level.</p> <p>-Suggest changes to current city and county procedures.</p>	<p>-Mayor and County Executive -city and County Councils -City and County Staff -Service providers</p>	-Dec 2015	<p>-What is an effective balance between government control and efficient use of resources? -What current procedures are required by federal and state funders?</p>	<p>-City staff -County staff -Service providers</p>	-List of policies and procedures reviewed.	-A careful look at policies and procedures to determine potential to reduce administrative requirements and increase emphasis on service delivery.	-List of policies reviewed and recommendations for consideration.	-City and County Staffs
		-Feb 2016	-What city and county requirements can be modified or eliminated?	<p>-City staff -County staff -Service providers</p>	-List of policies and procedures that can and should be changed at local level.	-Identification of what can be changed at local level.	-A set of policies that offer potential for less admin more service.	-City and County Staffs
		-Mar 2016	-City and County will have to consider suggested changes to existing policies.	<p>-City staff -County staff</p>	-Change in city and county procedures granting greater flexibility for grantees.	-Service providers concentrate greater percentage of grant resources on needs of the community and are better able to adapt to changing conditions.	-Number of clients served with similar resources increases.	-City and County Staffs

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86. Everett budget should reflect our moral values.

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